
DRAFT

TOWN OF BARRINGTON



CRITICAL FACILITIES & UTILITIES

CERTIFICATION OF MASTER PLAN ADOPTION

Critical Facilities and Utilities Chapter

Barrington, New Hampshire

In accordance with New Hampshire RSA 647:4, Master Plan Adoption and Amendment, and New Hampshire RSA 675:6, Method of Adoption, the Barrington Planning Board, having held a duly authorized public hearing on this Master Plan Update (2020) Critical Facilities and Utilities Chapter on [insert date here] hereby certifies that this Master Plan Update was duly adopted by a majority of the Board's members on [insert date here].

James Jennison, Chair

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Steven Diamond

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ACKNOWLEDGEMENTS

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INTRODUCTION

As Barrington's population grows, its residents and businesses continue to demand a wide array of municipal services from the Town and its employees. The Facilities and Utilities Chapter of the Master Plan is an entirely new chapter, not an update, and is built upon a foundation created by the Vision and Community Character chapter, which lays out the vision Barrington residents have for their community in the coming decade. The chapter seeks to describe all Town-owned buildings, the municipal departments occupying those buildings, as well as the important utilities that service the community.

The chapter is broken out into sections based on each municipal building and its use, which includes public safety infrastructure (fire, police, and highways), schools, the Town Hall, library, and recreation. The last section aims to detail a series of utilities including electric, telephone, cable, and internet. The future needs and recommendations were developed by the department heads and their staff and are intended to provide high-priority actions to be implemented by the Town over the course of the next ten years.

PUBLIC SAFETY INFRASTRUCTURE

FIRE PROTECTION, EMERGENCY SERVICES, AND CEMETERIES

FIRE AND RESCUE

The Town of Barrington Fire and Rescue Department is a combination of full-time and volunteer employees. In addition, the Town maintains a fleet of two engines, one tanker, one forestry unit, two ambulances, one rescue truck, one utility four-wheel drive pickup truck, and one small boat. This Department is responsible for providing fire protection, emergency medical service (EMS), vehicle rescue (extrication), hazardous material response, search and rescue, and other emergency services for the citizens of Barrington. The Department also provides several non-emergency services including child seat installation, campfires, commercial construction, assembly occupancy inspections, smoke detector installations, CPR classes, and blood pressure screenings upon request.

BUILDING AND EQUIPMENT

The Barrington Fire and Rescue Department operates out of the Public Safety Building located on 774 Franklin Pierce Highway (Route 9). This facility is an approximately 14,800 square foot structure (roughly 11,150 square feet for fire/EMS and 3,650 square feet for police) that provides space for six equipment bays (four in front, two in back). Additional space is devoted to a meeting/dining room (this space is also used as the emergency operations center), small kitchen, three offices, an exercise room that is shared with police, a day room with TV and recliners (for night shift), small dispatch room, two mezzanine areas for storage, and two bathrooms. Built in 2000 to address deficiencies within the old buildings, the Public Safety Building is home to two emergency services departments: Police and Fire and Rescue to include EMS, and has provided ample, clean, and well-ventilated workspace for all departments to hold business and training meetings. However, it has been recognized that future expansion is needed.

In 2017, a storage garage was built behind the Public Safety Building to create room for a second ambulance by moving existing trailers from the Public Safety Building to the storage garage. The storage garage was funded using money from the revolving fund in September 2018.

Future plans for the building with respect to fire and rescue is to convert the existing community bunk room into two sleeping areas (single bunk and double bunk) to provide 24-hour a day sleeping areas. This will provide additional privacy and separate male and female members as appropriate.



Fire and Rescue Department Storage Shed [Photo Credit:: Rick Walker]

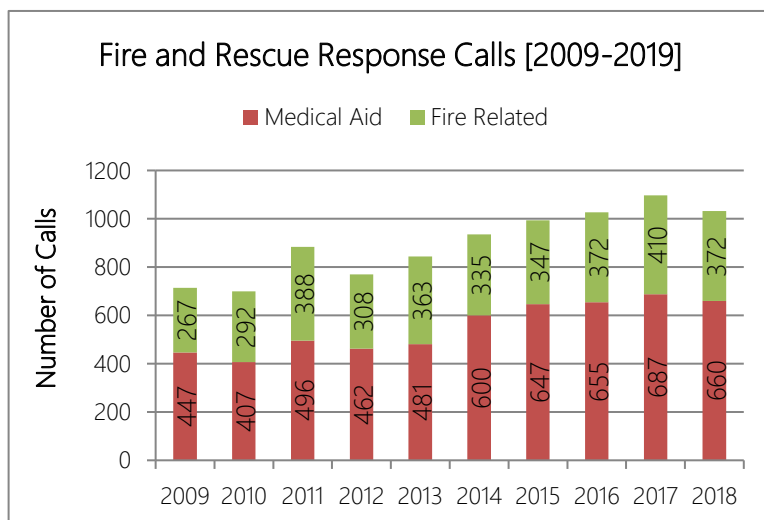
STAFFING AND CURRENT RESPONSE STATISTICS

Currently, the Department is comprised of three full-time employees including the fire chief and two firefighter/EMTs. Fire and Rescue currently operates with: a full-time Fire Chief with an Monday through Friday 7AM-5PM schedule; two full time firefighter/EMTs work alternating schedules of 12-hour shifts from 6AM-6PM; two additional permanent part-time employees that cover two shifts a week from 6AM-6PM; and half a dozen per-diem employees that cover three shifts a week from 6AM-6PM. The Department has a roster of roughly 25 on-call volunteers who must live within 10 minutes of the station that cover the remaining 6PM-6AM window.

In 2019, the Fire and Rescue Department will propose to hire an additional per-diem fire fighter/EMT to cover two 12-hour shifts from 6PM-6AM on Friday and Saturday nights. This is part of the Department's recommended 24-hour staffing model, which seeks to hire enough personnel that would allow for two-person staffing 24 hours a day, 7 days a week by 2022.

In 2018, the Fire and Rescue Department responded to 660 requests for medical aid, a 4.1% decrease from 2017; 372 fire related calls, a 10.2% decrease from 2017; and a total of 1,032 emergency service calls, which was a 6.3% decrease from 2017.

Last year resulted in a slight reversal in an overall trend that has seen an increase of nearly 31% of medical aid and fire-related calls over the last decade. There is no way to accurately determine the cause of this decrease, and it may turn out to be a statistical anomaly. However, as the Town's population continues to grow and age, it is likely that the number of emergency calls will continue to rise.



MUTUAL AID

Barrington Fire and Rescue is a member department of the Seacoast Chief Fire Officers Mutual Aid District, which promotes an area concept for improved emergency facilities in the fire service. The Department is also a member of the Community Mutual Aid Association and runs an Air Van/Rehab Unit to provide air for self-contained breathing apparatus and rehabilitation facilities among the various communities that participate. During 2018, Fire and Rescue provided mutual aid approximately 32 times and received mutual aid during 51 emergencies. These mutual aid agreements keep overall costs down by allowing a lower level of staffing amongst more rural communities dealing with budgetary constraints, while providing surge capacity for major events.

EMERGENCY MEDICAL SERVICES DIVISION

In addition to fire suppression, the Fire and Rescue Department also provides emergency medical services. The EMS Division, which operates out of the Public Safety Building, serves an estimated 8,841 people living in a rural area of approximately 50 square miles. The Division operates with members serving on a volunteer basis from a pager/cell phone alert system and provides emergency medical services available 24 hours a day. They are dispatched through UNH Dispatch in Durham. EMS members work closely with the firefighters and the Police Department. In cases when there are not enough EMS responders to fully staff an ambulance for a call, a mutual aid/intercept system with surrounding communities is activated.

In 2018, the EMS Division received 660 calls and handled 707 patients, with an average response time from page-to-patient contact of 6.45 minutes. During those events, the Division only had to rely on mutual aid services to transport 4.2% of its patients, primarily because the ambulance and crew were already on another call or because it was a multi patient incident that required extra ambulances. There was at least one licensed EMS provider at more than 99% of all calls. The EMS Division also provided mutual aid to surrounding communities when necessary.

EMERGENCY MANAGEMENT

Barrington Fire and Rescue is responsible for emergency management programs and is administered by the Emergency Management Director (EMD), which in Barrington is the Fire Chief. The EMD is responsible for monitoring, updating, and

implementing the Town's hazard mitigation and emergency operations plans. In the event of a major disaster, the Emergency Operations Center (EOC) in the Public Safety Building is opened to coordinate all emergency-related activities. This facility currently has adequate space to accommodate emergency responders and key Town officials, and is equipped with an emergency generator and vital communications equipment. Over the past several years, the EOC has been activated during major flooding events and severe ice/snowstorms.

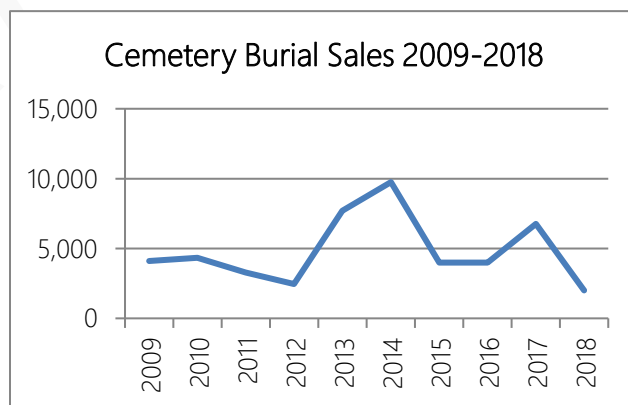
Barrington is a participant in the Strafford County Public Health Network (SCPHN), a collaboration of local governments and health and human service agencies preparing for and responding to public health emergencies on a regional level. The Fire and Rescue Department is actively working with the SCPHN to identify and develop a regional shelter model. Barrington, like many other communities, agrees that a local shelter is not feasible from a financial, staffing, or management perspective. The SCPHN is working on identifying regional shelters in the county that make the most sense depending on the circumstance. The Barrington Middle School currently acts as the primary local shelter during an emergency. The SCPHN is also responsible for setting up points-of-dispensing (PODs) for mass vaccinations in order to provide pandemic training at locations and potential field hospitals for those who are sick and/or need to be quarantined.

PINE GROVE CEMETERY

The Pine Grove Cemetery is located on Route 9 just east of the First Congregational Church, and totals approximately 25 acres. It was established as a private association in 1888 by Rev. Frederick A. Holden as the Oak Hill Cemetery Association, which was later changed to the Pine Grove Cemetery in 1927. In 1982, as approved at the Town Meeting by Article 26, the cemetery and its assets were turned over to the Town of Barrington. The cemetery provides a final resting place for Barrington residents or former residents for themselves and their family members.

The Cemetery Commission, through three elected Trustees, is responsible for the overall care of the cemetery. This includes: the sale of graves and burial plots; record keeping; recommending the price structure to the Select Board for the cost of burials and cremations; and general maintenance (mowing, trimming, seeding, brush clearing, fence repairs, painting, etc.). The Commission is also responsible for handling disputes on proper ownership for rite of burial for family plots.

Each year, a warrant article is required and needs to be acted upon by the voters at Town Meeting to appropriate the proceeds from sales of burial plots to the Cemetery Capital Reserve for maintenance and expansion purposes. In 2018, the Town bought Cemsites, a cloud-based cemetery record management software. In addition to the basic functions of record keeping and receivables processing, Cemsites offers a grave mapping feature and website integration. This allows staff and the public to plot and display the locations of graves. With the walk-to-site mobile navigation, visitors and staff can easily find graves and explore the grounds. With the website integration feature, records are available to share with the public.



The number of burials and the sale of burial plots have fluctuated over the past ten years, with a peak in 2014 and a low in 2018. Over the past several years, the Cemetery Commission has witnessed a decline in burial sales. This could be attributed to the increased popularity of burial alternatives including cremation, natural burials, and biodegradable burial pods. The graph to the left provides information on the number of graves sold over the past ten years

FUTURE NEEDS AND RECOMMENDATIONS

1. The volunteer staff model that had worked for years is no longer viable and is not meeting the needs of the Department. Recruiting has become much more challenging, with fewer committed volunteers getting involved. As call volumes continue to rise, there is a growing need to hire additional staff.

Recommendation

- (a) In order to continue fostering a good call force, the Fire and Rescue Department should ensure they have full-time staffing 24-hours a day within the next five years. This would equate to four full time employees and four part time or per diem employees to allow for two person staffing 24 hours a day seven days a week.*
2. The Fire Truck Capital Reserve Fund was developed in the mid-1990s and is updated with adjusted numbers for the cost of trucks every three to four years. The Department's equipment needs have not changed; however, the cost of equipment has increased.

Recommendation

- (a) The Department's truck replacement schedule and associated Fire Truck Capital Reserve Fund should be re-evaluated to account for changes in equipment costs. During this reevaluation, the Department should reach out to other communities in the region to discuss future opportunities of county-wide assets, including the need and use of tower or ladder trucks.*
3. Fire and Rescue's short-term plans for the Public Safety Building include providing room to account for 24-hour a day sleeping areas. Long-term building expansion needs will largely depend on what happens with the Police Department. Currently, Fire and Rescue have adequate space and does not need an expansion. However, as the Police Department continues to grow the Town will need to address capacity issues. Whether or not the current building can be expanded to accommodate all the Police Department's needs depend on a variety of factors.

Recommendation

- (a) Construct two sleeping areas (two double bunk) to provide 24-hour a day sleeping areas, and additional privacy for male and female officers.*
- (b) Determine if the existing building can be renovated in order to meet the needs of the Police Department. If they cannot and the Police Department moves into a free-standing police station, the Fire and Rescue Department should make certain improvements to their space, including larger staff meeting rooms, expand the EOC, and construct a conference room that could be used, in addition to designated space in the proposed Town Hall, by Town residents and volunteer boards to host meetings, workshops, and other public forums.*
4. Current mutual aid agreements continue to work well. The sharing of resources helps to keep costs down, while providing surge capacity for major events.

Recommendation

- (a) Investigate opportunities for more shared resources at the county level.*
- (b) Explore regionalization administration models to determine if a regional approach will improve services in the town, including shared equipment purchases and automatic responses. models from other parts of the country to advocate for a District Fire Chief that would be responsible for administering multiple departments.*

-
5. EMS is likely to stay within the Fire and Rescue Department as they assist and provide medical aid services, which is a significant portion of the Department's work and responsibilities. As Barrington's population continues to age, the Department can expect more and more emergency service calls. A diversely skilled work force will be essential to ensure adequate emergency services in the future.

Recommendation

- (a) *During the hiring process, Fire and Rescue should place a greater emphasis on applicants with both fire and EMS experience. The Division should focus on ~~trained~~ experienced EMTs, advanced EMTs, and paramedics.*
- (b) *Fire and Rescue should consider developing creative ways to incentivize recruitment, such as paying for training and career development*
6. The Town's emergency management program has an excellent working relationship with fire, EMS, and police, and continues to foster relationships with other departments including the highway department. The emergency management program maintains a relatively low budget; however, more investment could be needed in the future if shared resources become constrained or limited.

Recommendation

- (a) *Continue to share resources at the local and regional level.*
7. As demographics change, so do preferences for traditional burials. Due to the emergence of unconventional means for dealing with family remains, the cemetery is not being used as an option with the same frequency as with years past. Currently, there is not an immediate need to purchase large tracts of land for cemetery expansion; however, within the next 10-20 years the Town will need to consider a second location. Smaller plots of land could be purchased to meet the current and projected demand.

Recommendation

- (a) *Identify potential locations around the existing cemetery that are suitable for small, incremental cemetery expansion efforts.*
- (b) *While not an immediate need, the Town should consider starting a designated funding source within the next ten years to purchase land for a second location.*

POLICE DEPARTMENT

POLICE

The Barrington Police Department is comprised of thirteen employees, including one full time administrative civilian and one part time officer, with one additional canine unit. The Town currently maintains eight cruisers; the Department recently sold its Harley-Davidson motorcycle to Dover's Police Department and its 1986 military Humvee to Lee's Police Department. The Department's mission is to *"enforce the laws of society, maintain order, protect life and property, deliver quality service to the community and to assist all members of the public in a manner consistent with the rights and dignity of all persons as provided for by law and under the Constitution of the United States and the State of New Hampshire."* The Department also participates in National Prescription Drug Take Back Day twice a year, administers the DARE (drug abuse resistance education) program and provides ALICE (alert, lockdown, inform, counter, and evacuate) training for all schools in Barrington (additional ALICE training is offered to Town employees and local businesses); CPR and AED certifications; and provides ARIDE (advanced roadside impaired driving enforcement) to its officers to assist with field sobriety testing. In recent years, the Department left two county-wide agencies, including a fatal crash team and a SWAT team. However, there is growing interest in rejoining. Due to lack of capacity, the Department does not currently have CALEA (commission on accreditation for law enforcement agencies) accreditation authority.



Barrington DARE Program [Photo Credit: Katie O'Brien]

BUILDING AND EQUIPMENT

The Barrington Police Department currently shares a building with the Fire and Rescue Department/EMS Division at the Public Safety Building located on 774 Franklin Pierce Highway (Route 9). The Department is housed in a 3,669 square foot space that includes a sally port (a secured, controlled entryway), booking area, armory, booking bathroom, squad room, shared locker room, four offices, small lobby area, administration reception area, shared staff bathroom, evidence area, and conference room. The existing layout has been repurposed from the original design. There is a Conex storage box located at the Highway Department that operates as the Department's only off-site location for bulk items, some evidence, found bicycles, and vehicle parts from past cruisers.

In 2017, the Police Department underwent a thorough LEAN review process to develop a project plan to reduce Barrington's risk due to compliance and regulatory issues involving: juveniles; gender separation; weapons control; public and prisoner separation; records and facility security; and health, wellness, and training. The goals of this process were to reduce the number of risk issues from 5 to 0 and reduce the number of regulatory compliance issues from 4 to 0.

In 2018, Select Board voted to approve renovations at the Public Safety Building to address some of the Department's most critical needs and was placed on the ballot for the voters to decide. Warrant Article #9, which passed in March 2019, approved \$50,000 to supplement an existing capital reserve fund of \$31,000 to make the necessary renovations that will accommodate safety and legal liability issues impacting the public and the Department. According to Phase 1 of the renovation plan, which was developed by Harriman, several walls will be knocked down to make room for a female locker room and bathroom and a secured server area for electronic records to comply with federal guidelines. The renovation will result in the net loss of one office and the armory; the armory will move to a locker system to house all spare guns. The Police

Department also completed technology upgrades by replacing eight desktop computers resulting in more efficient and reliable operations and implemented a more security compliant email system town wide.

STAFFING

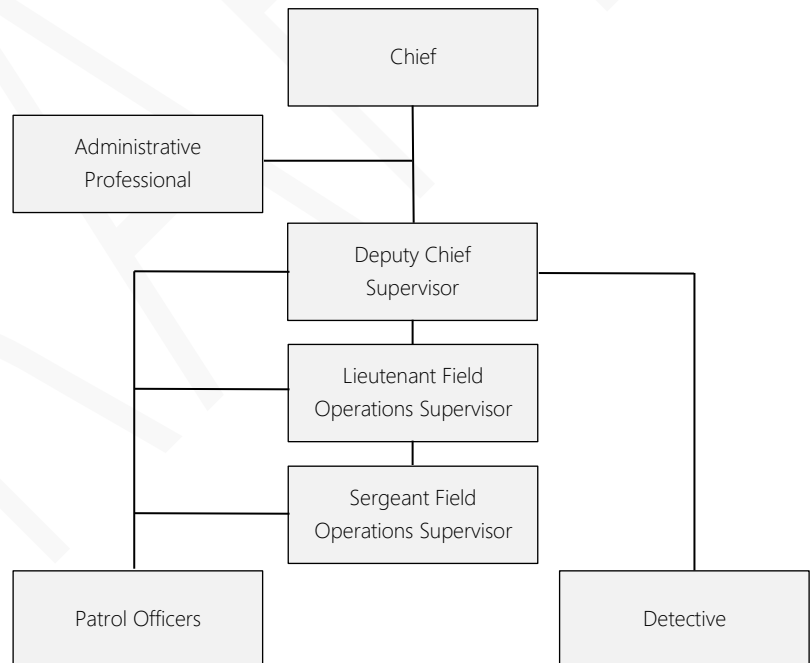
Currently, the Department has thirteen employees. This includes eleven sworn in officers (including the Chief), one full time civilian administrator, and one part time officer. However, during the development of this Master Plan chapter the Department was implementing a realignment of the organization's staffing chart to add a Deputy Chief to the Department (see chart below). The Police Department also has a canine unit, an eight-year-old German Shepherd named Gypsy, that is used for specialty apprehension and tracking. Staff participate in a variety of training including: taser instruction, CPR/AED classes, active shooter, drug recognition, background investigation, search and seizure, tactical operations, and animal abuse. Like other small communities with similar sized caseloads, Barrington has a yearly operating budget of roughly \$11,500 to contract with the Strafford County Sheriff's Office for prosecution services.



Public Outreach [Photo Credit: Katie O'Brien]

The Department has a current police staff of 11 full-time officers: including one Chief, one Deputy Chief, one Lieutenant, one Sergeant, one detective, and six patrol officers. A recent staffing analysis indicates that Barrington has the lowest number of officers per 1,000 residents (1.1) in Strafford County. Lack of staff has forced officers to cover parts of night shifts alone and is a safety issue in times of higher call volumes.

According to the 2013-2017 American Community Survey 5-Year estimates, the Town of Barrington has an estimated population of 8,841. With a land area of 47.7 square miles, there are an estimated 187.3 persons per square mile in Town. Police staff are responsible to patrol over 80 miles of Town-maintained roads, 24 miles of State roads (Route 4, Route 9, Route 125, and Route 202), and 48 miles of private roads.



Barrington Police Department Organizational Staffing Chart [2019]

As a result of a series of retirements over the past several years, the Police Department has undergone a significant shift in staff age and experience. From 2010-2015, the average law enforcement experience was 18 years; in 2019, the average law enforcement experience was 6.1 years, with several officers with none. An experienced Department allows for officers to work independently with limited direct supervision, and it will be important for the Town to recruit and retain law enforcement professionals to ensure the Department has a highly trained and experienced workforce to provide police-related services and conduct investigations.

POLICE ACTIVITY

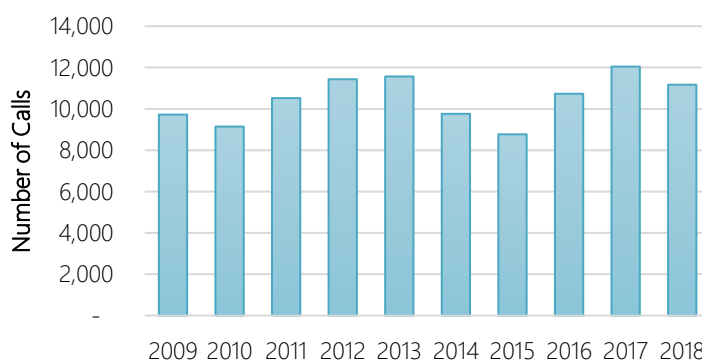
Most of the Department's activity is generated through traditional emergency calls (911) received and transmitted by police dispatchers, proactive policing, and various walk-in calls. When police dispatchers receive a call, they glean as much information as possible before communicating by radio and mobile data terminals in police cruisers to dispatch the appropriate police officers. Proactive policing is the practice of deterring criminal activity by showing police presence and engaging the public, including but not limited to afterhours check-ins on local businesses, directed patrols, and traffic stops. Walk-ins include responding to calls from the Seacoast Crime Stoppers, posts on the Barrington Police Facebook page, anonymous emails, and acting on information gathered through the Internet Crimes Against Children (ICAC) Task Force.

According to data provided by the Barrington Police Department, police services calls have fluctuated over the past ten years. The Town experienced their highest call volume in 2017 with 12,046 calls, and a low in 2015 with 8,770 calls. Over the course of the last ten years, there doesn't appear to be a direct correlation between population growth and the number of service calls. However, this is a relatively small sample size and it is likely that as Barrington continues to grow and age there will be a steady increase in emergency service calls and additional strain on Department staff.

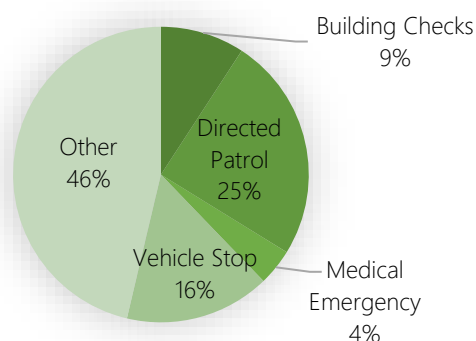
In any given year, nearly half of the total service calls are associated with building checks, directed patrol, medical emergencies, and/or motor vehicle stops. The graph to the right shows the service call types received in 2017 (chosen because it had the highest call volume over the last nine years). Directed patrol makes up a quarter of all service calls received, followed by vehicle stops, building checks, and medical emergencies. This is data for one year, but it is likely representative for other years.

In conjunction with total number and type of service calls, the Police Department also provided the months in which those calls were made. Like many northern towns and cities, there is a general spike in police activity between the months of May and September, which coincides with summer in New England. There are several potential explanations, some of which include: a temporary increase in population due to vacationers ([seasonal lake homes](#)), increases in the amount of time people spend away from their homes, and heat-induced discomfort leading to aggression.

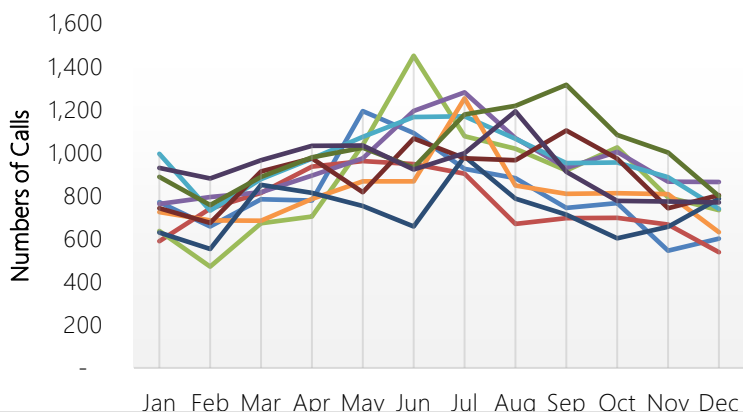
Police Service Calls by Year [2009-2018]



Police Service Call Types [2017]



Police Service Calls by Month [2009-2018]



FUTURE NEEDS AND RECOMMENDATIONS

1. Since 2008, the Police Department has held a staffing level of approximately 10.5 full-time officers, has the lowest officers per 1,000 residents in Strafford County and does not provide 24-hour supervisory officer coverage every day. The Department has also lost a significant amount of experience within the last five years due to retirements.

Recommendation

- (a) *Based on four police staffing summaries (US Department of Justice Northeast New England Average; US Department of Justice New Hampshire Average; Carsey School Strafford County Average; and the Bartell Formula), the Town should increase the Police Department to include 16 full-time sworn officers (just short of 2 officers per 1,000 residents) within the next five to ten years. This should include two additional patrol sergeants, one school resource officer, and two patrol officers.*
 - (b) *Determine if the funding set for 2020 to cover the school resource officer (50% from the School Board and 50% from the Town) is the most economically feasible and responsible approach and plan accordingly.*
 - (c) *Monitor Barrington's population growth over the next five to ten years and determine if an additional detective sergeant position is needed.*
 - (d) *Determine what social and rehabilitation services, which could reduce the reliance of police force and help address some of the underlying causes of crime, could benefit from additional funding.*
2. The existing part-time officer retirement model, which worked for years and saves towns from having to pay a large percentage of an employee's salary into the State retirement system, is now hurting that system and having a negative impact on the Department for several reasons. First, retired part-time employees are "double-dipping" in that they are being paid through a government retirement fund while also collecting a pension and not paying back into the retirement system. Second, part-time employees are restricted to a 32-hour schedule, which creates scheduling challenges and often leaves the Department understaffed. The only part-time officer still works up to 32-hours per week and was "grandfathered" under State law. The new law change effects new hires/new positions. It is anticipated that when the Department's part-time officer resigns, the Police Chief intends to eliminate the part time officer position and roll it into a full-time position.
 - (a) *Move existing part time patrol officer to full time within five years.*
 - (b) *Consider eliminating the practice of hiring retired part time officers.*
 3. The Department does not currently have CALEA accreditation authority. CALEA is the considered the Gold Standard of law enforcement accreditation. It takes approximately two to three years of work to attain certification by implementing and meeting the CALEA standards. Attaining a CALEA certification can help reduce negative police stigma, citizen complaints, improve service and confidence to the community, and standardize and streamline professional processes to the highest efficiencies. The time consumption and additional expenditures to attain certification and then continue certification. CALEA is ongoing with 3 year on-site re-assessments by the CALEA.

Recommendation

- (a) *Hire a full time CALEA accreditation manager to do nothing but work on attaining certification. This would take approximately 2-3 years. The Department could then reduce the CALEA accreditation manger position to part time to continue to focus on nothing but CALEA.*

-
4. Barrington has a land area of 47.7 square miles, with large tracts of conservation land used for recreation purposes (hiking, snowmobiling, etc.). Access to some of these areas is challenging with existing equipment.

Recommendation

- (a) *Purchase a four-wheel drive ATV unit to access conservation land and other properties difficult to patrol.*

5. Some of the Department's current equipment, for staff and the building, are outdated and in need of upgrades.

Recommendation

- (a) *Purchase new body cameras or dash cameras, whichever is recommended by the Camera Committee.*
(b) *Replace existing server. While the existing server does not have a storage capacity issue (most of the data is stored on the Strafford County Sheriff's Dispatch Center's server) it has surpassed its useful lifespan.*

6. In order to reduce risks and meet regulatory requirements, the current building space needs renovations that will accommodate safety and legal liability issues impacting the public and the Department.

Recommendation

- (a) *Address gender separation issues. Currently, the Department has three female officers with one locker room, shower, and bathroom.*
(b) *Improve public vs victim separation by renovating the existing conference room, which is too close to the lobby, not secured, and has raised safety concerns.*
(c) *Reconfigure design layout to allow for juveniles to be separated (site and sound) from adults.*
(d) *Upgrade secure weapons control. The existing booking room is part of the armory, which is locked, but in a poor location.*
(e) *Improve records retention and security. In order to achieve criminal justice information system compliance, the building needs to have a secure area to house records and should be a climate-controlled room separated with a locking door.*
(f) *Upgrade and install additional cameras in the lobby, evidence room, and evidence processing area.*
(g) *After Phase 1 of the renovations is completed, the Department should conduct an economic viability study to determine the costs between the options of staying in the current building with additional renovations to account for future growth, or to move to another site and start fresh. A space analysis, which was completed by Harriman, details significant challenges with expansion, including septic capacity, adequate storage, safety issues for training, removal of old electrical wires and other utilities, and proximity to the floodplain and/or wetlands. However, maintaining a close working relationship with the Fire and Rescue Department/EMS Division is an important consideration.*

COMMUNITY SERVICES

HIGHWAY DEPARTMENT

The Highway Department, under the supervision of the Road Agent, provides the following functions: highway maintenance and plowing and operating the solid waste transfer station and recycling center. The Department is also responsible for monitoring the condition of Town-owned dams (Swains Lake Dam is the highest priority dam in Town).

The Barrington Highway Department is comprised of eight employees, including the Road Agent, one part-time assistant, and six full time employees. The Department's fleet includes several dump trucks (equipped with plows and sanders), two wheel-loaders, two pickup trucks (equipped with plows and able to tow a trailer, grader, or sweeper) a chipper, backhoe, and tractor. The primary goal of the Department is to ensure the safety and upkeep of its 80 miles of roadway throughout town, year-round. During the spring and summer months, the Department is responsible for the repair and maintenance of all Town-owned roads, which includes culvert upgrades, sign replacement, catch basin clean-outs, sweeping, striping, cold/hot patching, grading dirt roads, brush cutting, ditching, roadside mowing, and other shoulder work. For the past several years, the Department has rented a rubber tracked mini excavator, which allows staff to complete road work without having to shut the whole road down, to complete a large portion of the ditching and culvert work. Throughout the winter, the Highway Department coordinates and completes the plowing of all Town-owned roads and buildings, provides salt/sand for residents, and enforces both the parking and snow/ice removal ordinances.

In addition, Department staff are responsible for ongoing vehicle maintenance, painting (plows, building, sanders), upkeep and servicing of mechanical equipment, welding and cutting, carpentry, assisting other Town departments, repairing Town-owned dams, and the maintenance of bulk waste in containers which is crushed before going to the recycling center. In 2018, the Department hosted its 10th annual Highway Department open house. This event gives the residents and their families a chance to tour the facility and the equipment that is used around town. It also gives them the opportunity to meet employees from the Department and ask questions.



Young Rd. Culvert Replacement [Photo Credit: Marcia Gasses]

Over the past several years, the Department has hosted a regional road surface management system (RSMS) workshop and accomplished a handful of large projects, including the replacement of the Young Road culvert, replacement of the Mallego Road bridge, purchase of a new backhoe and pick-up truck with plow, and completion of the floor and heating system at the Highway Department truck building.

BUILDINGS, VEHICLES, AND EQUIPMENT

The Barrington Highway Department operates out of the Town garage located on 226 Smoke Street. Built from scratch in 1985, the existing building is roughly 3,657 square feet. The garage has one bathroom and is equipped with a back-up generator. In addition to the primary building, the Department's property is also home to the salt/sand shed, a new equipment building, and fuel storage.

The salt/sand shed was built in the mid-1990s and is roughly 80'x40' with salt on one side and a sand/salt mixture (contains salt to prevent pile from freezing) on the other. The salt is used as a de-icing and anti-icing agent, where the sand is used as an abrasive and is applied to the road to improve traction. Increases in demand have resulted in the Department outgrowing

this area. An additional building or renovations to the existing shed is needed to store excess sand. Currently, the sand is kept outside and during the winter accumulates frost. Lumpy or frozen sand needs to be crushed, screened, and mixed with salt before it can be applied to a roadway. Placing the sand under cover would simplify the process and increase efficiency. Due to water quality concerns, the Highway Department recognizes that the state will likely be strengthening their enforcement on the storage and handling of salt and sand facilities. Future upgrades or renovations to the shed should ensure that all piles be covered and placed on an impervious surface with adequate drainage controls to prevent runoff. Lastly, road salt is relatively inexpensive with an average cost of \$50-\$60 per ton; however, there are times when companies have trouble meeting the demand.

The new equipment building, built within the last several years to provide additional storage for equipment, is roughly 80x80 and is located outback of the primary building. The building does provide adequate space to house up to four dump trucks, two one-tons, and the loader; however, the remaining dump truck, the two pickup trucks, backhoe, grader, tractor and broom do not fit. In order to avoid the need to install a sprinkler system the Town decided to build a smaller equipment building. A new concrete floor and heating system was installed in 2017.

The existing fuel storage provides 1,000 gallons of diesel fuel and 1,000 of gasoline. The existing fuel storage at the public works department has served the town well, offering fuel to other municipal departments and agencies including police, fire, and the school system. The Department experiences fuel shortages and challenges in the winter months, rarely in the summer. The Town uses a local company for fuel, which has helped in times of emergency and improved delivery speeds. As the Town grows and more roads are built, a new fuel system will need to be installed. The Town should consider underground storage tanks as a future option as they are often larger, albeit it will be more expensive. A more immediate need is the replacement of pumps, which are nearing the end of their useful life expectancy.



Highway Department Vehicle [Photo Credit: Peter Cook]

A summary of the Department's vehicles and additional equipment are detailed in the tables below. Highlighted assets are scheduled for replacement and referenced in the 2019-2029 Capital Improvements Program (CIP).

Vehicle Type	Year Acquired
Komatsu Loader	1999
Pickup w/ Plow (SOLD)	2002
Ford F550 XL/Plow (SOLD)	2008
International Dump	2003
International Dump 7400	2007
Silverado Pickup/Plow	2011
Altec DC 1317 Chipper	2011
Challenger Tractor/Mower	2011
Liberty International 7400 Plow	2011
International Dump 7400	2012
International Dump/Plow	2012
Ford F550 Dump Truck Plow/Sander	2012
Chevy Pickup/Plow	2017
John Deere Backhoe	2017
John Deere Loader	2017
Ford F550 One-Ton Truck	2018

Equipment Type	Year Acquired
Tow Behind Trailer	1986
Tow Behind Sweeper	1999
Grader	1995
International Plow/Sander	2003
International Plow/Sander Body	2004
11" Plow/Sander Body	2007
Generator, Pad, Install	2009
Plow/Wing/Sander/Body	2011
Screener	2016

In 2018, the Town passed a warrant article appropriating the sum of \$60,000 to the Highway Equipment Capital Reserve Fund, which would be added to the Highway Heavy Equipment Capital Reserve that was previously established. The total amount appropriated each year increased from \$50,000 to \$60,000 in 2016.

STAFFING

Currently, the public works Department has eight employees, including the road agent, a part-time assistant (34 hours), and six full-time employees. Staff have years of experience, institutional knowledge, and are uniquely qualified to handle specialized workloads that primarily deal with maintenance and repair projects. Those projects include constructing, repairing and maintaining streets, sidewalks, catch basins, and drainage systems; patching potholes; laying pipe; grading and hot topping streets; cutting brush; repairing and installing street signs; plowing snow and sanding streets; and collecting and disposing of leaves and refuse. Additional training professional development for staff includes participation in the Green SnowPro and Salt Applicator Certification Program offered by UNH Technology Transfer Center, and RSMS training to analyze, prioritize, and generate roadway repair strategies.

The Department does not offer specific titles for employees; however, the Town does have it in their budget to hire a new foreman position. Several years ago, there were two additional full-time positions. One individual quit and the other retired; neither of those two positions have been replaced. To this point, the Department hasn't been significantly impacted by staff shortages, but it does make work more challenging during the winter. There is also the loss of institutional knowledge whenever a long-time employee moves on, which is why it is important for that knowledge to be passed down to younger, less experienced employees.

BRIDGES & CULVERTS

According to the New Hampshire Department of Transportation's (NHDOT) bridge list, Barrington has a total of ten bridges. Of those, three are on the state red-list due to poor condition.

Crossing Type	Location	2019-2028 State 10-Year Plan
Bridge	Merry Hill Road (near Round Pond)	N/a
Bridge	Mallego Road over Mallego Brook	N/a
Bridge	Calef Highway/Route 125 over Mallego Brook	N/a
Bridge	Stagecoach Road over Nippo Brook	N/a
Bridge	Washington Street near Donigian's Way over outlet for Ayers Pond	Bridge Maintenance 2020
Bridge	Second Crown Point over Berry River	N/a
Bridge	Old Concord Turnpike/Route 4 over Oyster River	2023
Bridge	Parker Mountain Road over Isinglass River	N/a
Bridge	Washington Street over Isinglass River	Bridge Maintenance 2020
Bridge	Green Hill Road over Isinglass River	N/a

The three state-owned bridges are identified in the 2019-2028 10-Year Plan and will have a designated funding source and schedule determined by NHDOT.

In 2019, construction of the Mallego Road bridge replacement was completed. The purpose of this project was to improve roadway geometry and safety, as well as improve the environmental and hydraulic performance of the bridge. The project included replacing the existing 6' culvert with a 26' clear span bridge structure as well as a full depth roadway reconstruction along Mallego Road for 435 linear feet. The next goal for the Highway Department is to address the Green Hill Road bridge.



Mallego Road Crossing [Photo Credit: NHDOT]

Rehabilitated in the mid-1950s, the Green Hill Road bridge serves as a cut-through connection between Route 202 and Route 125 with a relatively high volume of commuter traffic. According to a NHDOT Inspection Report, the bridge is functionally obsolete, and action is needed to improve safety by realigning roadway geometry and providing a new guardrail system. A 2015 study, completed by Hoyle, Tanner Associates, identified rehabilitation and/or replacement alternatives for the Town's consideration. As of August 2020, the project is in the final stages of design development. The Town's 20% funding (\$400,000) was specifically appropriated in March of 2020. The project is programmed for FY22 with construction starting early 2022 and lasting most of the construction season. Although the Town has not been notified of a delay, it is possible that the pandemic may cause State funding delays.

In addition to the maintenance of local bridges, the Highway Department is responsible for the replacement and repair of culverts as needed. Currently, the Department's highest priority is to upgrade the culvert on Old Settlers Road. This project is referenced in the Town's 2016 Multi-Hazard Mitigation Plan, and states that because this stretch of roadway is a designated scenic road, work done will require Planning Board approval and a public hearing. The plan goes on to identify several other culverts that the Highway Department should be aware of due to past flooding issues; however, a more detailed report was completed by the Strafford Regional Planning Commission in 2013 that identified nearly sixty culverts. Those culverts received a geomorphic assessment based on a field data protocol approved by the New Hampshire Geologic Survey. Data attributes included: location, material type and condition, size, slope, flow condition, grade, approach angle, depth, extent of sediment deposit, bank erosion, predominant vegetation type, and presence of wildlife using an Access database. The Town received a report displaying attribute information, culvert location maps, and corresponding pictures. The culvert report needs to be updated but should be used in conjunction with other planning mechanisms to prioritize future culvert replacements. Increases in precipitation associated with climate change should be considered when prioritizing culvert upgrades or repairs.

ROAD NETWORK

The Town's Highway Department maintains about 80 miles of roadway and will likely be responsible for additional miles of road over the next several years due to the creation of new subdivisions. The Highway Department does about 4 to 8 miles of resurfacing annually, up from 3 to 5 miles of resurfacing 10 years ago. The Town developed a transportation Master Plan chapter in 2004, which provides a detailed analysis of Barrington's existing transportation network and identifies a framework that has been used to develop specific Capital Improvement Program (CIP) projects for the Highway Department. However, this chapter is nearly 16 years old and in need of an update. The most recent CIP was rewritten and adopted in 2018.

In 2011, the Town hired the Dubois and King engineering firm to do a thorough review of the road network and make suggestions on annual maintenance. The study found that the current level of funding for road maintenance was not enough to maintain the current road infrastructure, and an additional \$500,000 should be spent annually to maintain the current quality of the road network. At the time, the Highway Department set an objective to develop and adopt a road maintenance schedule based on the report. The following year, a warrant article appeared on the ballot to appropriate the sum of \$172,000, for road paving and reconstruction and to authorize the use of that amount from the unreserved fund balance. This money was intended to fund the start of a multi-year plan recommended by Dubois and King to maintain and improve road conditions after years of deferred maintenance. Over the past eight years, the Town has not allocated the appropriate funding for the Department to complete the plan laid out by Dubois and King.

TRANSFER STATION AND RECYCLING CENTER

The Transfer Station And Recycling Center provide a safe, simple, clean facility to dispose of municipal solid waste (commonly known as household trash), recyclables, and other bulk materials in a proper manner. Barrington currently has a pay-per-bag system to offset the cost of solid waste disposal, which includes product packaging, food scraps, paper products and some plastics. The Town has had a voluntary recycling program since 1992. Despite increases in municipal solid waste tonnage, the

transfer station should have the capacity to handle projected long-term population increases (with adequate compactor maintenance) and disposal services should be adequate under the new 9-year contract with Waste management, Inc. that was approved in 2018.

In 2017, the Town joined the Northeast Resource Recovery Association (NRRRA), which is a non-profit organization that provides cooperative purchasing programs, educational and networking opportunities, technical assistance, and cooperative marketing program. That same year, NRRRA completed a site review and tour of the facility. The Town received a good report overall and would likely be ranked in the top 10% of similar sized facilities. The following year, a "NH The Beautiful" sign was installed to help guide residents to put things in the right location. The Town will also be looking at improving the traffic flow with better signage or potentially a gate to reduce incidents of residents entering at the wrong location.



NH The Beautiful Sign [Photo Credit: Town of Barrington]

Over the past several years, the facility has experienced some challenges and issues that has resulted in significant changes. Starting in 2018, the recycling center started to take glass out of the single-stream recycling in town. This was largely due to major changes in the recycling industry worldwide. Instead, glass is now separated into an open top container by itself, which is located on the right side of the building. Taking glass out the recycling stream cuts the weight of recycled materials, and therefore the cost of disposal. An additional change was the types of plastics that are now accepted in single stream recycling, which includes plastic bottles and containers (#1, #2, and #5). Another ongoing challenge is with non-recyclable material getting mixed in with the recycling material.

SWAINS LAKE DAM

The Swains Lake Dam is designated as a high hazard dam by the State Department of Environmental Services (DES) Dam Bureau, as it has potential to cause substantial danger if misoperated. Failure would probably not cause loss of life but could result in major economic loss to structures and property, render roads impassable, and major public health and environmental issues. According to the Town's hazard mitigation plan, if the dam were to fail approximately 93 acres of land would be inundated south from Swains Lake along the Bellamy River. Inundation waters would affect State highways including Route 202, and Route 125, as well as local roads including Scruton Pond Road, White Bridge Road, Brewster Road, and Hall Road.



Swain's Lake [Photo Credit: Peter Cook]

Since Barrington took ownership of the dam, it has had the responsibility to monitor and maintain the dam as needed, which includes the occasional upgrade or rehabilitation due to deterioration, changing technical standards, improved construction techniques, better understanding of the area's precipitation conditions, increases in downstream populations, and changing land use. In 2012, Barrington received a letter of deficiency from NHDES. The issues cited in the letter included tree removal, brush cutting, and surveying and elevation requirements.

Over the course of several years, the Town has worked to correct all deficiencies from past State inspections and reports, which include the replacement of missing wood shingles and rotted beams beneath the building, brush cutting, fence repair, patching cracks on the sleuth way, rip-rap, and applying grass seed where needed. The Swains Dam Capital Reserve, which was established to appropriate the sum of \$63,600, is used for ongoing maintenance and repair. More recently, the Town hired Hoyle, Tanner Associates, an engineering firm, to do an inspection on the dam. The result was the dam's overall shape was good with no real issues.

FUTURE NEEDS AND RECOMMENDATIONS

1. Current infrastructure at the Highway Department is outdated, is a potential safety hazard, and needs to be upgraded.

Recommendations

- (a) *Renovate the existing Highway Department. The renovated building should provide new office, administrative, and meeting space; improved ventilation from fumes and other hazardous materials; a ground-level separate entrance; and an additional bathroom. As part of these renovations, the Department should ensure that relevant road files and information be electronically scanned, and copies should be transferred from the Town Hall to the Highway Department.*
- (b) *Construct a second equipment building, of the same size, directly on the side of the existing building, and connect the two with a breezeway to provide adequate space for the remaining vehicles and equipment.*
- (c) *Redesign existing setup for the sander racks to improve safety.*
- (d) *Build a larger salt/sand shed to cover sand and salt in compliance with state regulations.*
- (e) *Upgrade fuel station with larger tanks and replace existing pumps and hoses.*
- (f) *Consider adding a controlled wash bay to the site to address future environmental issues.*
- (g) *Ensure that future CIPs include funding to outfit trucks with ground controls for salt and sand usage to be more cost-effective during storm events.*
- (h) *Consider designating a space for wood chip pickup and drop off for residents to use for landscaping*

2. The Highway Department needs to improve their long-term road network planning.

Recommendations

- (a) *Develop and adopt a road maintenance schedule and develop road projects for the future based on the Dubois and King road evaluation update.*

3. The Transfer Station And Recycling Center has been challenged with removing glass out of the single-stream recycling, the different types of plastics now accepted, and non-recyclable material getting mixed in with the recycling material.

Recommendations

- (a) *Develop ways to improve communication and implement more sustainable methods of recycling (e.g. creation of a swap shop) with residents ~~on recycling~~. This will be an iterative process and should be monitored as household trash and recycling trends change with time.*
- (b) *Implement recommendations developed by the Transfer Station Review Committee regarding services, hours of operation, user fees, and facility layout. This will help cover expenses and ensure the Station runs efficiently.*

4. Several pieces of equipment at the Transfer Station And Recycling Center need to be replaced.

Recommendations

- (c) *Ensure that future CIPs include funding to replace the existing forklift within the next ten years.*

SCHOOLS

BARRINGTON SCHOOL DISTRICT (SAU 74)

OVERVIEW

The Town of Barrington operates one elementary school, one middle school, and the Early Childhood Learning Center, which is a tuition-based preschool program and public kindergarten. The Barrington Elementary School was built in 1990 and is home to approximately 380 students ranging from grade 1 through grade 4; the Barrington Middle School was built in 2004 and is home to approximately 420 students ranging from grade 5 through 8; the Early Childhood Learning Center building was originally built in 1975 and served as the old middle school before a complete renovation of the building took place in 2010 and converted it into the existing learning center, which serves approximately 135 preschool and kindergarten students. Barrington students can attend high school in Dover, Durham, or at Coe-Brown Academy in Northwood.

Mission Statement...

"Be an inclusive school community where students are prepared to be intellectually and physically engaged members of the local and global community. We foster an environment that encourages and celebrates life-long learning and teaching for students, staff, and community members based on the principle that we all have strengths and experiences to contribute."

The Barrington School District serves approximately 1,354 students and ensures that 100% of the teachers are highly qualified under the requirements of the No Child Left Behind Act of 2001. Student education and growth is aligned with State standards and the school curriculum includes language arts, math, science, social studies, physical education, music and art, and technology. Co-curricular activities extend and enhance classroom learning, examples of such activities are field trips, assemblies, spelling bees, geography bees, and science and math fairs. Extracurricular activities include non-classroom related learning opportunities, such as athletic teams, band and instrumental lessons and chorus, clubs, crafts, dances, after school leadership, and enrichment programs. The District's professional growth plan committee is tasked with developing a comprehensive program for educator/leader professional growth and evaluation.

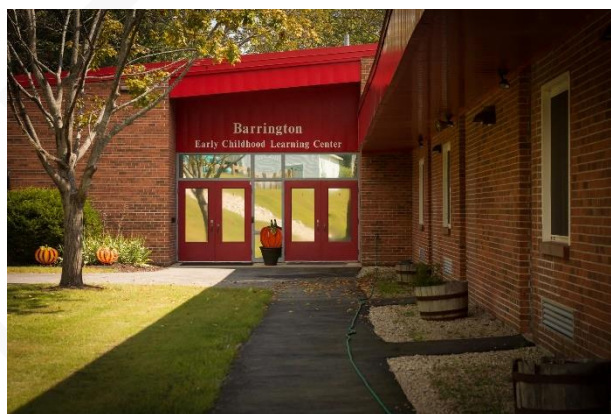
The District continues to have a partnership with the University of New Hampshire (UNH) where teachers participate in professional development opportunities during the school year and the summer. As part of the professional development plan teachers during the summer have participated in project-based learning courses that are now part of the curriculum and instruction at the Middle School. As part of the School District initiatives teachers will continue to have this opportunity in grades kindergarten through eight. Students have participated in science, engineering, and mathematics opportunities at UNH during the school year as part of the science curriculum. During the summer, students have also participated in computer coding and technology opportunities at UNH. The Barrington School District and UNH continue the collaboration between higher education and public education.

With higher than State average test scores for reading and mathematics, the Barrington School District is widely recognized as a high-quality local school system that is likely to play an important role for younger families searching for an affordable place to raise their children. In 2019, the Barrington Elementary School won a New Hampshire Excellent in Education award, or EDie, naming it the 2019 Elementary School of the Year. The District's leadership understands that continuous school improvement is a cyclical process and will remain committed to ongoing strategic advancements to ensure all students are achieving at high levels.

EARLY CHILDHOOD LEARNING CENTER

In 2009, the Early Childhood Learning Center (ECLC) was established in the old middle school located on Province Lane, now 77 Ramsdell Lane. At the time, the school was home to approximately 49 preschool aged children. The following year, renovations to the building were completed and half-day kindergarten classes were offered, increasing the total enrollment to 133 preschool and kindergarten students. Previously, the kindergarten facility was located on the grounds of the Elementary School. In 2013, full-time kindergarten was added with five classrooms for kindergarten and two classrooms for half-time preschool students. More recently, the ECLC added a sixth kindergarten classroom, and made improvements to the water system and parking area.

The 2019-2020 enrollment for preschool and kindergarten was 149 students. Enrollment trends have remained steady for the past six years, with numbers consistently between approximately 120 and 150 total students with the one exception of 2013 where numbers dipped to just above 100 students. The ECLC had 55 preschool students on the wait list to attend in the 2019-2020 school year. The ECLC employs 22 staff members including: eight teachers, ten instructional support staff, two specialists, one administrator, one administrative support staff person, and one other support staff person.



Early Childhood Learning Center [Photo Credit: ECLC Facebook]

ELEMENTARY SCHOOL

The Barrington Elementary School, which was built in 1990, is located at 570 Calef Highway (Route 125). The building is well suited for potential expansion if needed and has gone through several transitions over the years including a significant addition in 1994 and the construction of the kindergarten annex building in 1999. Once the renovations were completed at the ECLC and kindergarten classes were moved from the Elementary School, the annex building was converted to provide space for grade one classrooms. Currently, the annex building is being used for a Professional Development meeting room and OT/Title I, and all student classrooms are now located within the main building of the elementary school.



Barrington Elementary School [Photo Credit: SAU 74]

The 2019-2020 enrollment at the Barrington Elementary School is 403 total students, with 110 enrolled in grade one, 95 in grade two, 102 in grade three, and 96 in grade four. From 2006 to 2011, enrollment trends held steady with numbers consistently between 475 and 550 total students. However, a significant drop-off occurred in 2012 where numbers declined to slightly under 400 students. From 2012-2017, enrollment trends have held steady numbers between 375 and 425. The Elementary School has added a reading interventionist for grades 1-4. The elementary school employs 54 staff members including: 33 teachers, 11 instructional support staff, one librarian, six specialists; two administrators; and three administrative support staff.

MIDDLE SCHOOL

The original middle school was built in 1975 and located east of the former Town Hall building on Province Lane (now Ramsdell Lane). In 2001, voters approved the purchase of 120 acres of land on Route 9 for \$300,000 to be used to build a new

middle school. The following year, voters approved the construction of a new middle school after failing a few years prior. In 2004, a new middle school, located at 51 Haley Drive, was built to accommodate grades five through eight.

The 2019-2020 enrollment at the Barrington Middle School was 419 total students, with 105 enrolled in grade five, 103 in grade six, 95 in grade seven, and 116 in grade eight. From 2006 to 2017, enrollment trends held steady with numbers consistently between 400 and 460, with student totals dropping below 400 once in 2009. The Middle School employs 70 staff members including: 37 teachers, 19 instructional support staff, one librarian, five specialists, two administrators, three administrative support staff, and three other support staff.



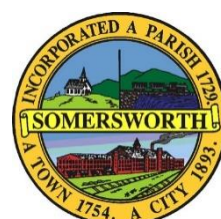
Barrington Middle School [Photo Credit: Procon website]

HIGH SCHOOL OPPORTUNITIES FOR STUDENTS

Barrington students have several options on where they can attend high school including: Dover High School, Oyster River High School in Durham, Coe-Brown Academy in Northwood, and other neighboring schools such as Somersworth High School. Approximately 170 students attend Dover High School, 165 students attend Oyster River High School, and 89 students attend Coe-Brown Northwood Academy and Somersworth High School.



**Coe-Brown
Northwood
Academy**



DOVER HIGH SCHOOL

In 2013, the Barrington School District entered into a 10-year tuition agreement with the Dover School District to send up to a maximum of 400 students (grades 9 through 12) seeking a public education to attend high school in Dover. The term of the agreement began July 1, 2014 and is set to terminate on June 30, 2024, unless renewed by mutual agreement of the parties. By July 1, 2021, the parties shall meet and declare whether it is their intent to renew and extend the agreement. If so, the agreement may be renewed and extended for an additional five (5) years to June 30, 2029. Dover High School is deemed the school of record for Barrington, but both parties acknowledge that Barrington may enter into other tuition agreements. Other covenants and agreements, which include but are not limited to tuition costs and payment schedules, contract termination, accreditation, school board meetings, report cards and attendance, discipline, transportation, and changes in curriculum, are addressed in detail in the signed tuition agreement.

OYSTER RIVER HIGH SCHOOL

In 2015, the Barrington School District entered into a 10-year tuition agreement with the Oyster River Cooperative School District to send up to a maximum of 200 students (grades 9-12) seeking a public education to attend high school in Durham. The term of the agreement began July 1, 2015 and is set to terminate on June 30, 2025. The term of this contract will then be extended from year to year provided that on June 30, 2021 and thereafter this contract may be terminated by either party after providing 4 years written prior notice of the date of termination. The Oyster River High School is deemed a high school of record by Barrington, but both parties acknowledge that the agreement shall be without prejudice to Barrington's ability to charge parents/custodians/adult students for that portion of the tuition which exceeds any lower general tuition rate

established by contract between Barrington and a high school of record maintained by Barrington. Other covenants and agreements, which include but are not limited to tuition costs and payment schedules, accreditation, school board meetings, report cards and attendance, discipline, transportation, and changes in curriculum, are addressed in detail in the signed tuition agreement.

COE-BROWN ACADEMY

Barrington has a memorandum of understanding between the Barrington School District and Coe-Brown that allows students to select Coe-Brown as their high school of choice. For the school year 2019-2020, Barrington paid all a student's tuition, as well as provide bus transportation to and from school. Barrington families were asked to pay a deposit to confirm their commitment to attend Coe-Brown, but this deposit will go towards the student's dues, netbook deposit, and meal account.

SOMERSWORTH HIGH SCHOOL

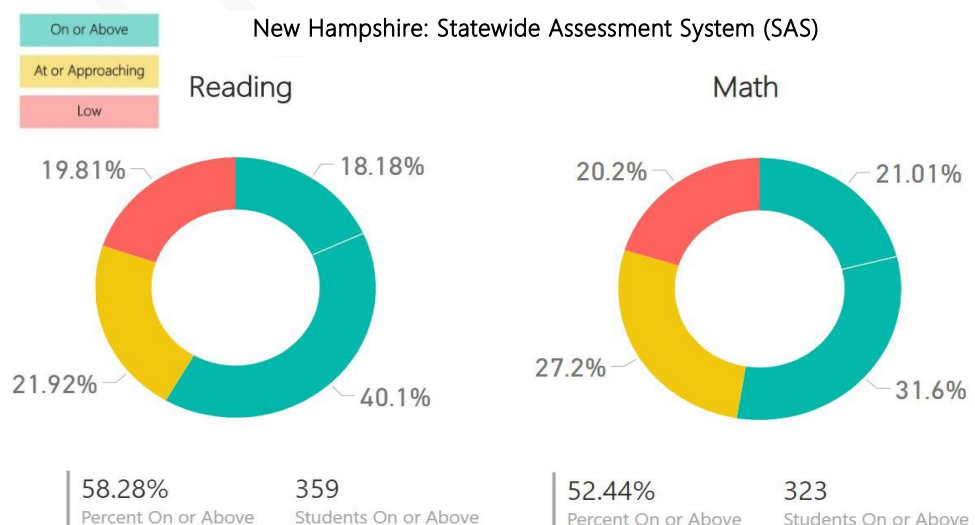
In 2014, Barrington entered a memorandum of understanding between the Barrington School District and the Somersworth School District to send up to a maximum of 200 student (grades 9-12) seeking a public education to attend high school in Somersworth. The term of the agreement began July 1, 2014 and expires on June 30, 2020.

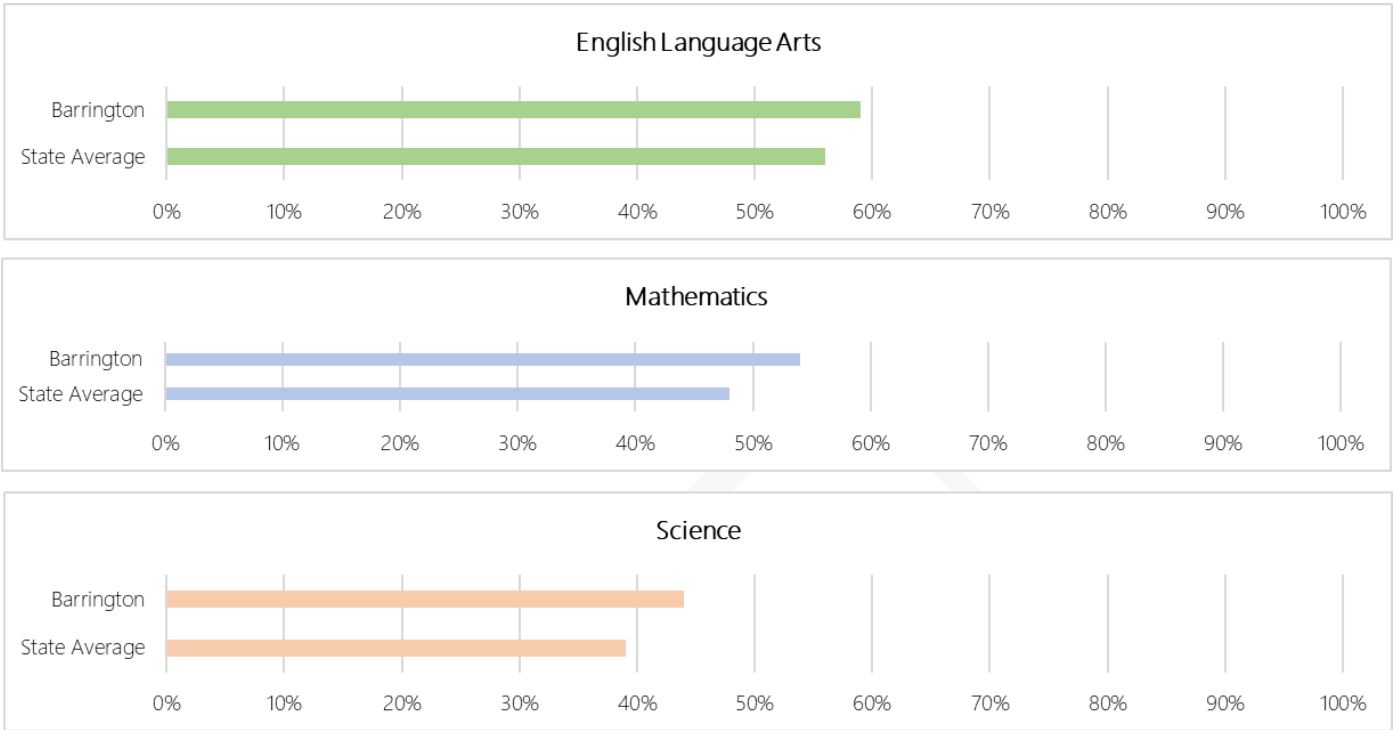
EDUCATIONAL QUALITY INDICATORS

The School District recently invested in a data dashboard platform that supports their commitment toward creating a personalized, learner-centered environment which uses technology to collect, analyze, and organize data, providing continuous cycles of feedback to students, teachers and other education professionals. The purpose of this dashboard is to assist with goal setting for English language arts and math performance, and serves as a gauge of progress toward student achievement goals.

Statewide Assessment System (SAS) data for academic year 2018-19 show the percentage of students whose scores either met or exceeded State targets for proficiency goals in reading language arts and mathematics. Of the 616 students in grades 3-8 that participated in the NH State Assessments, 58.3% of students scored on or above proficiency goals for reading (the State target is 60%), while 52.4% of students scored on or above proficiency goals for math.

According to data from the New Hampshire Department of Education, Barrington students are outperforming the State average for reading, math, and science proficiency rates. From 2016 through 2019, proficiency rates for reading have held constant at just under 60%. On the other hand, math proficiency rates have steadily increased from 47% in 2016 to 54% in 2019.



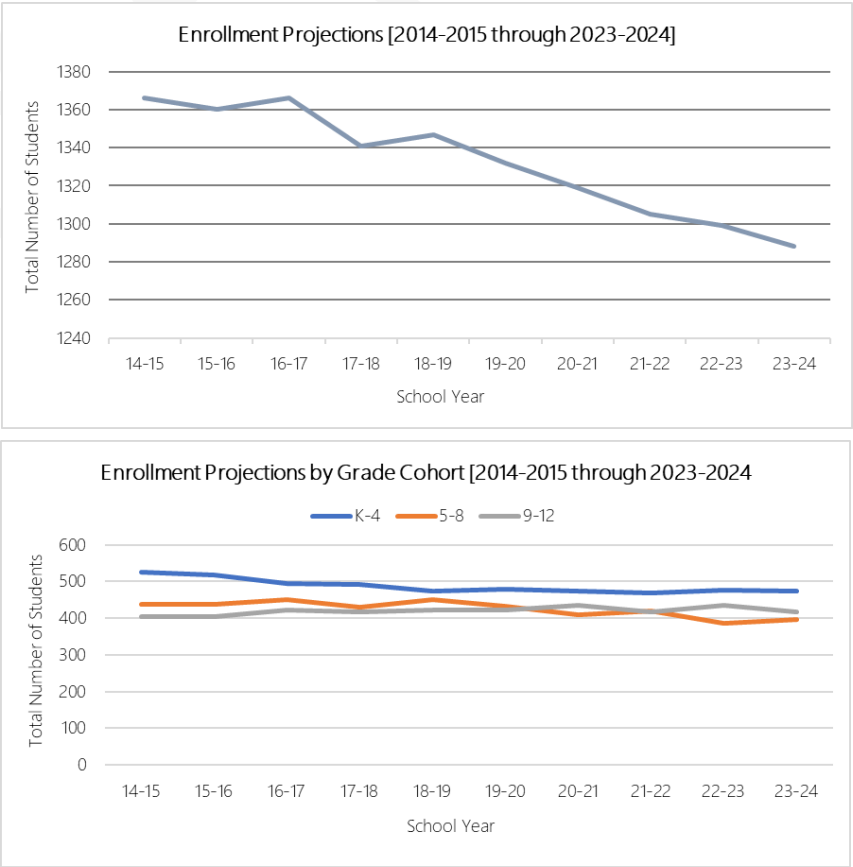


The School District is committed to using these data resources and analytics, which are publicly available on the School District’s website, to support the decision-making processes toward student achievement goals.

FUTURE ENROLLMENT FORECAST

Several years ago, the Town hired a consultant to conduct a study on estimated enrollment projections for the School District for a ten-year period (2014-15 through 2023-24). General results from the study showed a decline of roughly 80 total students in the District. When exploring each grade cohort, kindergarten through fourth grade saw the largest drop with a decrease of 53 total students followed by fifth through eighth, which experienced a loss of 40 students. Only the high school age cohort (ninth through twelfth) was projected to slightly increase by 15 students.

This trend is comparable to similar trends observed throughout New Hampshire, and the nation. As referenced in their study *"Housing and School Enrollment in New Hampshire: 2000-2010-A Decade of Change"* the New Hampshire Housing Finance Authority state



that while communities throughout the state added nearly 45,000 housing units between 2000 and 2010, they lost nearly 21,600 student enrollees. However, during the 2018-2019 and 2019-2020 school years, the School District has noticed an increase in enrollment specifically at the elementary and high school grade levels.

A new enrollment study will begin during the 2020-2021 school year to review enrollment trends, enrollment projections, residential building permits, and an enrollment analysis. This will provide the School District, School Board, and community with recommendations and a summary report for future planning for the School District.

FUTURE NEEDS AND RECOMMENDATIONS

1. Advancements in technology have resulted in School District leaders having access to student information systems that provide data on student test scores, grades, attendance, discipline, course transcripts, and program participation. This data should be used to assist in developing and refining a content-rich district curriculum that states clearly what students are expected to learn in each grade and subject.

Recommendation

- (a) *Periodically review, revise, and update curriculum to align for high school, career, and college readiness.*
 - (b) *Update and monitor curriculum resources, which include important supplies such as hardcover textbooks, online manuals, and other curricular programs.*
 - (c) *Provide further curricular and co-curricular opportunities focused on science, technology, computer coding, world language programs, engineering, mathematics, and other enrichment programs.*
2. The School District should provide guidance and oversight that improves teaching and learning by developing a common vision of good instruction to help realize the District's vision through monitoring curriculum, instruction, and teaching practice, as well as aligning standards, curriculum, assessments, and policies.

Recommendation

- (a) *Provide a comprehensive multi-tiered system of support that emphasizes interventions in reading and mathematics.*
 - (b) *Add personnel and capacity to support intervention programs in reading and mathematics.*
 - (c) *Review and update assessment programs to monitor students' academic progress, to advise instruction, and inform curriculum decisions.*
 - (d) *Continue to review and update high school agreements as needed.*
3. The School District should focus on efforts to build capacity at various levels within the education system to support and integrate social and emotional learning, as well as provide additional career opportunities for students.

Recommendation

- (a) *Provide additional services, resources, and systems to support students' academic and social-emotional learning and development*
- (b) *Add personnel and capacity as needed to support students' social-emotional health, learning, and development.*
- (c) *Add the following staffing positions: pre-school teacher, social worker (K-8), math interventionist, and a reading specialist.*

-
- (d) *Continue to encourage the partnership with University of New Hampshire to offer coding, engineering, science, and outdoor classroom opportunities for students, and professional development trainings for teachers.*
4. As the District's schools age, infrastructure issues will be an important priority. It's essential that District leaders strategically plan for future to address maintenance, repairs, and new construction needs while ensuring a stable operating budget.

Recommendation

- (a) *Periodically review and update preventative maintenance plan to ensure projects are included in the Capital Improvement Plan (e.g. the Middle School paving project, roof replacement, HVAC software update, etc.).*
- (b) *Repair and/or replace school equipment that is reaching the end of its useful life, which includes the Elementary School generator, the ECLC generator, replacement of snow removal and field equipment (mowing tractor and truck), and installation of gate/fencing at Middle School to limit access to the dirt parking lot.*
- (c) *Review energy savings plan for cost savings of energy efficiencies in all school facilities. This may include updates to boilers and other heating system controls.*
- (d) *Upgrade technology safety equipment as needed, which includes new servers, security locks and cameras, and improvements to windows.*
- (e) *Based on lessons learned from the coronavirus pandemic, the District may require reorganization and/or renovation of school buildings to incorporate new design principles and guidelines.*

PUBLIC LIBRARY

OVERVIEW

The Barrington Public Library, which has a history of 224 years dating back to 1795, plays an important role in providing accessible, educational resources at no cost to every resident in Town. Through a full-time Library Director, Children's Librarian/Assistant Director, and IT/Circulation Library Assistant, plus four part-time staff members, the Library serves an average of 130 people per day. The Library has a collection of over 43,000 items ranging from picture books, to fiction, to non-fiction, and reference items, as well as over 4,800 DVDs, including educational, classics and current releases. There are also audiobooks for all ages, music CD's, activity kits for children, console video games, magazines, free Wi-fi, and other electronic devices for use, such as Kindles and iPads. The Library is governed by seven trustees (one additional alternate), who are elected for three-year terms. According to the 2018 Town Report, the total budget in Fiscal Year 2019 was \$319,060. This is supplemented by several grants, fundraising by the Friends of the Library, fine and photocopier charges, and a small income

Mission Statement...

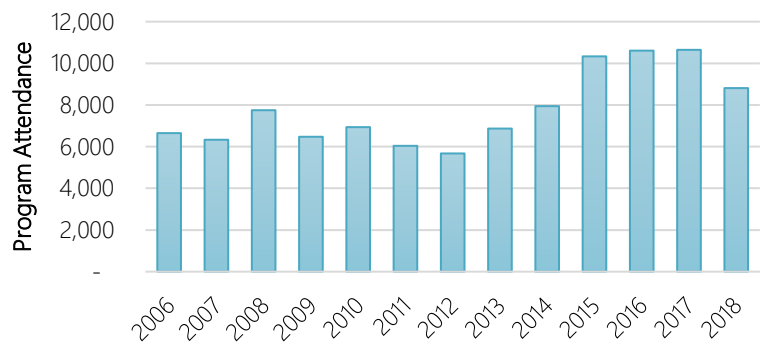
"The Barrington Public Library provides equal opportunity for everyone to access, share, and create information. As a welcoming and inclusive community center, we connect our patrons to educational, recreational, and technological resources that enhance their lives. Freedom of speech, freedom of information and the right to privacy are cornerstone principles for all library policies, programs, and services."

from an endowment.

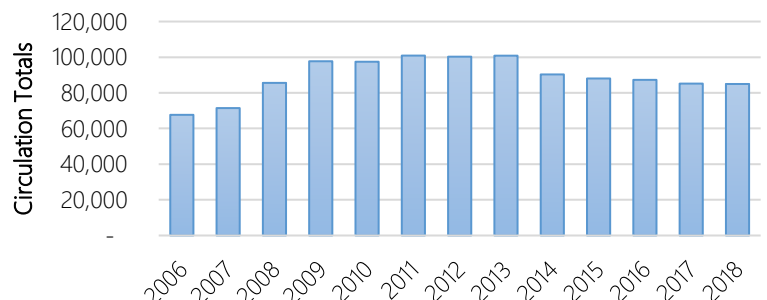
Over the past twelve years, the Library has worked hard to offer programs for all ages to meet a rising demand for community activities and educational opportunities. Services include: computer and web access and technology help, outreach programs for youth and teens, an extensive summer reading program for all ages, story times, author visits, adult art and crafting workshops, history and genealogy programs, natural history and wildlife programs, exam proctoring, notary services, home delivery service when requested, book delivery to the schools in town, and meeting space.

According to the Library's annual report, the Barrington Public Library circulated 84,965 items and welcomed 489 new patrons in 2018. Nearly 50% of the library's total circulation was made up of juvenile/youth/easy fiction (25,276 volumes) and audio books/video game/DVD/music (15,583 volumes). At the end of 2018, the Library had approximately 3,801 registered borrowers, which did not include children under the age of six and includes family use on a single card.

Library Program Attendance [2006-2018]



Library Circulation Data [2006-2018]



The Library also offers STEAM (Science, Technology, Engineering, Arts, and Mathematics) programs for middle school students, homeschooling resources, and has partnered with the NH Astronomical Society to collaborate on a sky watch event for families. Passes to the Children's Museum of NH, the museum reimbursement program supported by the Friends of the Library, and NH State Parks continue to be value-added programs for the public.

The Barrington Public Library 2020 budget narrative states that when comparing the Barrington Library to other libraries within the State, based on square footage, population size, number of library card holders, and library visits, the current facility is not adequately sized to accommodate its users and services.

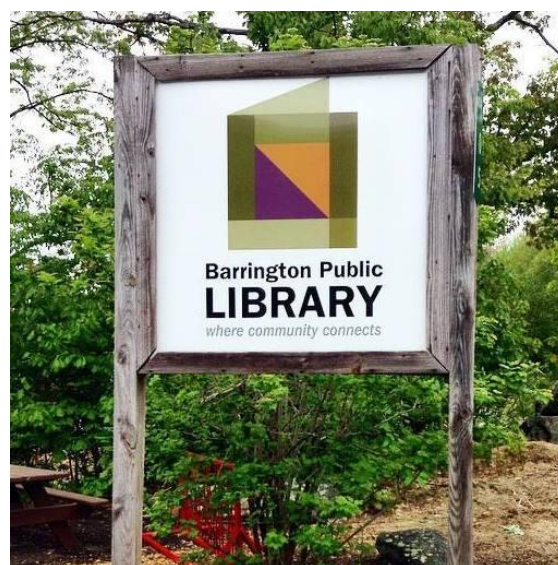
2018 NH Library State Report Square Footage Comparison

Town/City	Library Square Footage	Population	# of Library Card Holders	Service Hours	Number of Library Visits
Lisbon	3,575	1,611	2,562	1,144	12,300
Marlborough	3,582	2,135	1,580	1,508	7,000
Chester	3,600	5,100	1,972	1,976	13,497
Jackson	3,700	841	827	1,537	15,197
Barrington	3,740	8,841	3,801	2,548	46,622
New Hampton	3,742	2,252	1,757	2,184	11,267
Northwood	3,803	4,240	2,725	2,028	22,880
Lyme	3,886	1,717	1,213	1,980	21,118

The libraries listed above are facilities with square footage close in size to Barrington. The square footage of the current Library is most comparable to towns with approximately 3,350 residents. Barrington's library has not kept pace with the Town's overall growth in population, and a significant shortage of space exists and will for the foreseeable future.

EXISTING BUILDING

Since 1973, the Barrington Public Library has been located off Route 9 at 105 Ramsdell Lane between the Early Childhood Learning Center (ELLC) and the Barrington Community Playground. The Library is in the upper level of a two-story manufactured, metal building that houses a large gymnasium and the Recreation Department on the lower level, and was initially shared with the Town Hall and Police Department. The Town Hall moved next door in the late 70s/early 80s to where a future Library can be built, while the Police Department moved out upon the construction of the new Public Safety Building in 2000. As a result, the Library expanded into the entire top level, thereby doubling the its space to roughly 3,739 square feet with a re-worked floor plan and upgrades to all systems and wiring so that the space can eventually be used by another department. The renovation was done as a stop-gap measure. It was recognized at the time that the expansion could only alleviate the overall challenge of planning a new library building for a few years. The Library Trustees stated at that time (2000) the expansion would be no more than a ten-year solution at best.



Outdoor Sign [Photo Credit: Barrington Library Facebook]

According to the [Patience Kenny Jackson Report](#) (2006), the Library itself is entered from a parking lot at grade. Although the main entrance is hidden from the street, the path from the parking lot into the building passes by an attractive perennial garden installed by volunteers. The library consists of one large room, a small meeting room that serves double duty as children's space, and a small computer room. There is a small Director's office behind the circulation desk. A corridor leads to public restrooms, a staff kitchen/custodial room and an emergency exit. Some of the library space is located above the furnace room on the lower level, while much of the public space (and the book stack load) are located on a slab constructed directly on grade.

The report goes on to identify several space deficiencies with the current building that are restricting the Library's ability to carry out its mission fully, which include overflowing bookshelves, difficulty for visitors with mobility challenges and parents with young children in strollers, lack of work and quiet tables to study and/or read, and insufficient office space for employees. Other challenges include orientation of the entrance, limited climate control, noise from the adjacent gymnasium, lack of architectural character, and inadequacies with wiring for technology (too few stations for charging electronic devices and no dedicated server room to house the network hardware). Shortages in space are not limited to the building; the site is relatively small and there appears to be no logical possibility of expansion of the building while making necessary provisions for parking. In summary, the report concludes that given the constraints of the present site and building, the Town should search for a new site that would be large enough to accommodate a 15,000+ gross square foot building.

PLANNING FOR A NEW BUILDING

In March 2019, the Barrington Library Foundation, which is the group tasked with fundraising for a new library and community center building project, received unanimous support from the Select Board (4-0) and Advisory Budget Committee (4-0) to present a warrant article to the voters to raise and appropriate the sum of \$4,424,876 for the purpose of construction of a new library. This dollar amount included, but was not limited to building construction, site work, architectural fees, engineering, permitting, inspection, furniture, commissioning and other expenses to occupy the building. During Town meeting, voters supported the library project with the final count coming in at 1,170-1,022 (53.4%). However, it failed to pass because it did not receive the 60 percent minimum approval required.

The Barrington Library Foundation proceeded with plans for the new Library, and revamping their efforts to raise funds to help offset the total cost of the new building, as well as increasing outreach and raising awareness of the need for a new library facility and community center. In March 2020, a warrant article was presented to the voters to raise and appropriate the sum of \$4,239,877 for the construction of the library. However, the measure failed to pass, only garnering the support of 49.5% of Barrington voters.

PROPOSED NEW BUILDING

According to the Barrington Library Campaign: 2020 Vision, the proposed new Barrington Public Library and Community Center would be a single story 13,120 square foot building, which is roughly 2,000 square feet smaller than what was recommended in the Patience Kenny Jackson report. It would be practical, maximally economical to operate, and able to respond to community needs for decades to come. It was proposed be constructed on Town-owned land on Ramsdell Lane a few hundred yards from the current building and still conveniently available to the children in the ECLC who use the library for book



Conceptual Rendering [Photo Credit: SMP]

check out and other activities. There would be attractive landscaping, a covered porch, patio, and expanded parking to accommodate up to 50 cars. Although not in the current plans, adjacent space remains available for additions such as a small amphitheater or exercise area for all ages.

The proposed building would provide barrier-free accessibility throughout and ample space for artwork and displays. The flexible, open-concept layout has been designed to also permit re-configuration as citizens' needs may change in the future, and with open sight lines to allow a small staff to easily observe activity in most areas of the library, allowing for more efficient staffing. The proposed new Library also would feature state-of-the-art technology including computer stations, laptops for in-house use, additional charging stations for cell phones and other devices, and free Wi-Fi capability extending to the patio, and parking lot. The community room's secure access allows this part of the facility to be used after hours without the necessity of Library staff being present. The campus-type layout offers an inviting environment for increased socialization for those young people as well as senior citizens. Additionally, the program room offers meeting space for events, workshops, and a myriad of other community uses.

FUTURE NEEDS AND RECOMMENDATIONS

1. Due to a lack of capacity, the current building is preventing the Library from being able to fully accomplish its mission and goals of providing educational resources, programs, and services to Barrington residents. A new building is needed in order to accommodate the expansion of existing programs; create additional space for books, resource, and storage; resolve ergonomic issues; improve workflow; and address accessibility challenges.

Recommendation

- (a) Continue to provide adequate education to voters on the Library's existing and future needs to improve support for the project.*
 - (b) Construct all necessary retrofits or improvements, such as the upgrades to the doors to achieve ADA compliance, to the current Library in a way that does not hinder the adaptive reuse of the building.*
 - (c) As part of the Library's proposal, monitor circulation statistics and usage for at least one-year after construction to determine potential future changes to existing staffing models and operating budget.*
 - (d) Work with the Town's consultants to determine if the building's roof can be built and orientated in such a way that allows for the future installation of solar panels.*
2. The proposed Library should be built in accordance to the 2015 International Building Code that will guarantee improvements in the overall design, including additional energy measures and more sophisticated mechanical systems. The Town should ensure that this investment is carefully monitored and maintained.

Recommendation

- (a) The Select Board should ensure they designate a responsible Town department to provide or oversee any preventative operations and maintenance services, which may include electrical, mechanical, plumbing, carpentry, painting, and security, to the proposed Library. All requested work repair and preventative maintenance should be tracked (area, room, type of work, equipment serviced, etc.) in order to provide detailed reporting to the Town Administrator.*

RECREATION

In 2019, the Barrington Recreation Department, in consultation with the GreenPlay LLC, Design Concepts, and RRC Associates, developed a Recreation Needs Assessment and Strategic Plan. The Plan helps to identify gaps in the parks and recreation system and develop strategies for filling the identified gaps. In order to streamline the process of developing this chapter, it was advised that this section of the Master Plan's narrative, data, and key issues and recommendations be obtained directly from the strategic needs assessment; the full report is attached in the Appendix.

OVERVIEW

The Barrington Recreation Department (BRD) was formed during a Town Meeting in January 1998 when the community passed Warrant Article 23 pursuant to NH RSA 35-B:3-5. The establishment of the Recreation Department was approved by the voters of the community to provide quality programs, parks and facilities that could be enjoyed by everyone. The Town of Barrington has a population of approximately 8,841 and covers an area of approximately 48.5 square miles. The BRD utilizes recreational facilities that include a gymnasium, a playground and a series of trails.

The Recreation Department follows the vision, mission, and values developed by the Board as it provides recreation services, programs and facilities to the community. In addition, the BRD developed the following mission statement specific to recreation.

Mission Statement...

"Our mission is to bring Barrington together and serve as a positive presence in the community, enhancing the quality of life, by providing diverse and equitable programming that fosters a sense of community, personal growth, health, fitness, relaxation, and good sportsmanship, while providing opportunities for community involvement."

The Department staff consists of a Recreation Director, Assistant Director, an Administrative Assistant, a Morning/After School Program (MAP) Supervisor, an After-School Kids (ASK) Supervisor, a maintenance position and a Weekend & Evening Supervisor. The BRD offers youth programs through the MAP and ASK programs, as well as through summer camps. The BRD offers programs and classes for adults and seniors. Sports, out of school activities, fitness activities, outdoor recreation, community events and family programs round out the programs and services offered by the BRD. The BRD manages a gymnasium located within a facility shared with the library and a playground located nearby. The Department works hard each day to meet its mission while providing programs and services for the Town of Barrington residents and visitors.

BUILDING

In 2018, the Recreation Department was housed in a Butler style building constructed in 1972 with the Town's Library occupying the second floor. If a new Library is approved by the voters, the Recreation Department plans to renovate the 3,739 ft² space vacated by the Library. Soccer and general-purpose athletic fields are available at the Barrington Elementary School and Middle School sites, but the scheduling of fields for community use and use of the school gyms for Town recreation programs is subject to availability.



Recreation Programs [Photo Credit: Barrington Recreation Department]

PARKS AND FACILITIES INVENTORY

An inventory of parks and facilities was conducted in May 2018. Park features were classified into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or open lawn area. The quality of each of component was evaluated. Amenities such as shade, drinking fountains, restrooms, etc. that enhance the comfort and convenience of a site are thought of as modifiers.

Summary of Indoor Locations

Location	Gymnasium	Multi-Purpose Room
Barrington Recreation Department	1	
Barrington Elementary School		2
Barrington Middle School	1	3
TOTALS	2	5



Elementary School [Photo Credit: Town of Barrington]

Summary of Outdoor Locations

Location	Basketball, Practice	Climbing, Designated	Concessions	Diamond Field	Diamond Field, Complex	Diamond Field, Practice	Educational Experience	Game Court	Golf	Loop Walk	Natural Area	Open Turf	Playground, Local	Rectangle Field, Large	Rectangle Field, Small	Shelter, Large	Shelter, Small	Target Range	Trail, Primitive	Trailhead	Volleyball Court	Water Access, Developed	Water Access, General	Water, Open	Total Components Per Location
A Harlan Calef Isinglass Reserve											1							1	1						3
Barrington Elementary School	2									1			1		4		2								10
Barrington Middle School													1	3						1					5
Barrington Recreation Department and Library	1																								1
Barrington Town Playground and Field								2					1		1										4
Barrington Youth Association Fields			1	5	1	2																			9
Boodey Farm Conservation Easement											1														1
Brasen Hill Farm											1							1	1						3
Camp Fireside	1	1				2						1				2					1		1		9
Chestnut Forest											1														1
Cullen Woods Open Space											1														1
Dexter											1								1						2
Early Childhood Learning Center													1												1
Goodwill Conservation Area							1				1								1	1			1	1	6
Jeffrey Conservation Easement											1								1	1			1		4
Kids of the River											1								1	1			1	1	5
Locke Falls											1									1					2
Major Waldrons																		1							1
Newhall Easement											1								1	1					3
Nippo Lake Golf Course									1																1
Samuel A. Tamposi Water Supply Reserve											1								1	2					4
Stonehouse Pond											1								1	1		1		1	5
Swains Lake																						1		1	2
Trickey Lot Town Forest											1								1	1					3
Turbocam Mallego River Walk											1								1				1	1	4
UNH Mendums Pond Recreation Area											1					4			1	1		1			8
Village Place											1														1
Wildlife Encounters Ecology Center and Farm School											1														1
TOTALS	4	1	1	5	1	4	1	2	1	1	18	1	4	3	5	6	2	1	12	13	1	3	5	5	100

ASSESSMENT SUMMARY

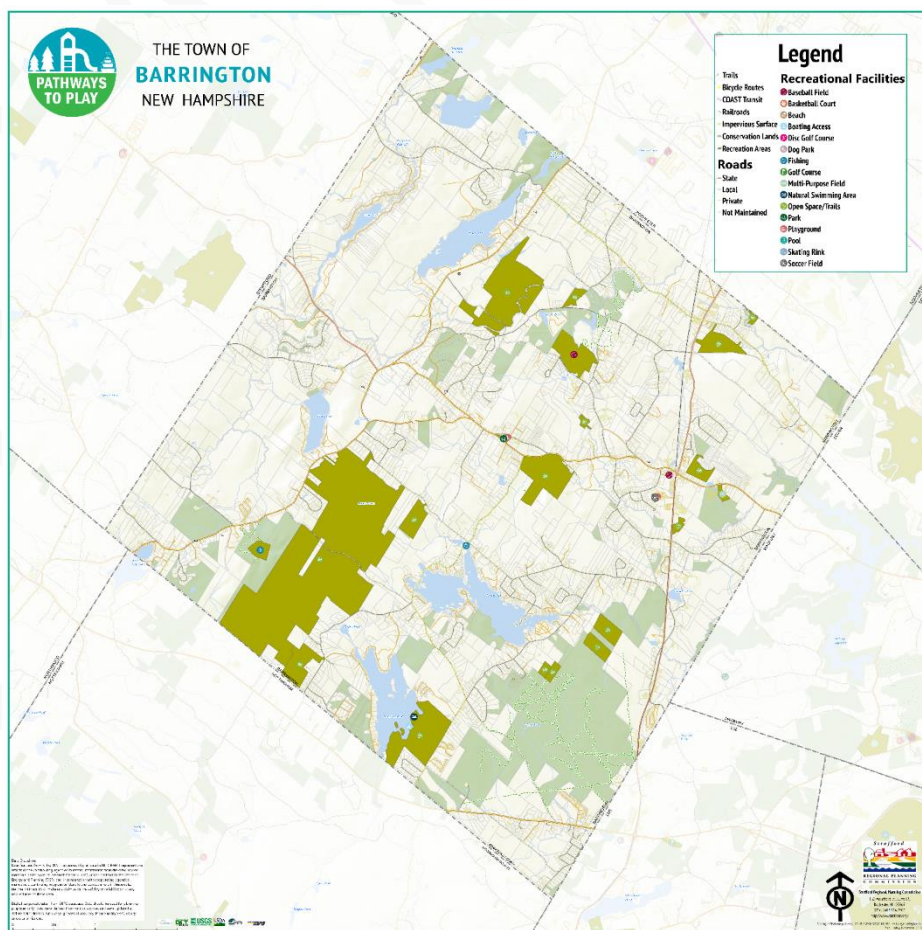
Based on visits to each park and/or facility, the BRD determined the following general assessments for current/existing parks:

- Actual Town of Barrington parks and recreation facilities are limited.
- Conservation lands and alternative providers including schools provide important recreation opportunities throughout Barrington.
- Primary access to parks and recreation facilities is by motor vehicle.

RECREATION PROGRAMMING

The BRD currently provides limited programs due to lack of facilities and a small staff. The programs offered by the BRD are well attended and well received by the community members. Programs are offered for youth and adults during each season. Programs offered are appropriate to the time of year and facilities available. A variety of programs both structured and informal offered include workshops, community events, trips and tours, and instructional programs for the following groups/activity types:

- Preschool
- Active Adults/Seniors
- Youth
- Adult
- Fitness
- Therapeutic Recreation
- Trips
- Adult Softball
- Youth Basketball



FUTURE NEEDS AND RECOMMENDATIONS

1. The summary analysis revealed that new residents are unfamiliar with the offerings of the BRD. A solid model exists within the School District and is an opportunity for collaboration with the schools, Town offices, Conservation Commission, and community recreation groups.

Recommendations

- (a) Explore modeling School District strategies for welcoming new families.*
 - (b) Combine recreation information with Town welcome packet.*
 - (c) Distribute public information materials at Town Hall, to related organizations, and to the Parent Teacher Association.*
 - (d) Seek local/regional sponsors for welcome package amenities.*
 - (e) Promote conservation lands and alternative providers including schools as partners in providing important recreation opportunities throughout Barrington.*
2. To maximize the use of available indoor and outdoor facilities in the community, a coordinated information and networking initiative among recreation service providers in Barrington is recommended. Even with the current extensive emphasis on promotion of recreation programs, feedback was received that information could be more widely distributed.

Recommendations

- (a) Develop centralized website calendar that organizations can use independently.*
 - (b) Add information kiosk at traffic light located a corner of Route 9 and Route 125.*
 - (c) Promote networking and resource sharing between community recreation organizations.*
3. To provide Town leadership and residents with a comprehensive approach to capital projects, recreation and parks facility improvements should align with the Town CIP process.

Recommendations

- (a) Monitor facility access and capacity through annual community surveys.*
 - (b) Develop clear capital improvement goals, benefits, and expected outcomes.*
4. The summary analysis showed that the recreation Department is short staffed, and challenged to keep pace with the demand for new programs from residents including fitness/wellness, arts/culture, intergenerational, and outdoor adventure programs. Developing partnerships with existing service providers and expanding the Department's volunteer pool would begin to address this challenge.

Recommendations

- (a) Partner with PTA, UNH, and youth organizations to recruit volunteers.*
- (b) Develop master list of community recreation organizations.*

-
5. The community input process revealed a need for additional adult drop-in programs, community wide events, and expanded after school programming for youth.

Recommendations

- (a) Utilize results from community survey and public input as a guide.*
 - (b) Review summary of focus groups and stakeholder interviews.*
 - (c) Consider adding part-time adult/senior program coordinator to increase the number of activities and programs geared towards adults and seniors.*
6. The Recreation Department is well positioned locally and regionally to collaborate with the Barrington schools, Conservation Commission, Barrington Youth Association, regional fitness facilities, and private water-based recreation providers to offer community events, multi-generational programs, and access to water-based recreation, and arts & cultural activities.

Recommendations

- (a) Develop community events (e.g. fishing derby, truck show, food truck festival, farmers' market) between May and September.*
 - (b) Increase child-care opportunities.*
 - (c) Consider multi-generational programs.*
 - (d) Evaluate multiple locations for before and after school programs.*
 - (e) Partner with alternative providers for discounted summer access to facilities.*
 - (f) Explore year-round field trips to arts & cultural venues.*
 - (g) Offer more programs targeted at senior citizens.*
7. A focus on additional programming was a theme throughout the public input and survey process, including access to more trail-based recreation experiences. The Level of Service (LOS) analysis revealed a need for additional community gathering spaces and facilities to support additional programs.

Recommendations

- (a) Create a multi-purpose park/outdoor recreation area.*
 - (b) Secure additional indoor space for recreation programming.*
 - (c) Follow through with relocation plan that is intended to move the recreation Department into the existing library, once the new library is built.*
 - (d) Explore private and non-profit organization facilities for community events.*
 - (e) Conduct a feasibility study to determine the potential advantages and disadvantages of building a new recreation center.*
8. The survey and public input process identified access to water-based recreation as one of the three top priorities for future facility development.

Recommendations

- (a) Develop relationships with private, public, and non-profit organizations for targeted access to aquatic facilities, lakes, ponds, and rivers in Barrington.*
 - (b) Evaluate land acquisition opportunities for a Town beach.*
 - (c) Conduct a feasibility analysis to determine the potential locations for additional aquatic amenities, such as but not limited to lakefront property, splashpads, and pools (indoor/outdoor).*
9. Nationally, trails are a top priority for the baby boomer generation, and the Barrington public input process aligned with this trend, citing a desire for more trails throughout the community. During all phases of public engagement, parking was identified as an issue that needs to be addressed.

Recommendations

- (a) Partner with Conservation Commission to improve connectivity among trail systems.*
 - (b) Develop trail and facility maps for public distribution.*
 - (c) Explore smartphone applications focused on trails.*
 - (d) Partner with Conservation Commission and Scouts to add interpretive signage at all trailheads.*
 - (e) Evaluate parking capacity at all trailheads.*
10. A detailed recreation facilities master plan which explores opportunities for collaboration with neighboring towns should be explored as a next step in the Barrington Recreation Department planning process.

Recommendations

- (a) Dedicate funds to developing a detailed recreation facilities master plan.*
- (b) Explore grants, foundations, sponsorships, and concessions as complementary funding.*
- (c) Explore collaborative funding of facilities with neighboring towns for regional benefit.*

MUNICIPAL OPERATIONS

TOWN HALL

ORGANIZATION

The Town Hall is the chief administrative building that houses the Town's departments and employees that provide a variety of municipal services to 8,841 Barrington residents. This facility serves as the hub for Barrington's separately located services, police, fire, EMS, recreation, Library, highway, and the Transfer Station and Recycling Center. Barrington's Town Hall is presently home to the following departments: Finance/Administration/Select Board, Town Clerk, Tax Collector, Planning/Land Use, and Assessing/Building Inspection/Code Enforcement. A more detailed breakdown of these departments is listed below.

Department	Personnel	Function
Finance/Administration/Select Board	Town Administrator, Finance/Human Resources Director, Finance Officer, Municipal Office Administrator, Welfare Caseworker	Serve internal services functions with occasional outside visitors.
Town Clerk	Town Clerk, Deputy Town Clerk, Town Clerk Assistant (2)	Residents visit this office to register vehicles, trailers, boats, and dogs, as well as for vital records and election-related activities.
Tax Collector	Tax Collector & Deputy Tax Collector	Accommodates year-round traffic with much heavier traffic during the twice-annual tax bill due dates
Planning/Land Use	Town Planner & Land Use Administrative Assistant	Planning and land use which serve developers and residents alike
Assessing/Building Inspection/Code Enforcement	Building Inspector/Code Enforcement Officer, Deputy Building Inspector/Code Enforcement Officer, Building/Assessing Administrative Assistant	Residents, contractors, builders, real estate agents, and many others frequent this office for a variety of services.

PREVIOUS BUILDING

The former Town Hall was located at 137 Ramsdell Lane. In early spring 2010, ongoing drainage issues around the building led to serious flooding, which resulted in indoor air quality and mold issues from the moisture intrusion and eventually culminated in a serious health issue. Several employees vacated office space on the upper levels and were relocated to the basement, while others were forced to work at other buildings in town. Later that year, the Town hired H.L. Turner Group Inc. to complete a comprehensive evaluation of the building to determine if it could be remediated and renovated for future use. In addition, they were also tasked with looking at alternatives, such as moving to another location in town and the feasibility of constructing a new building. The Turner Group report revealed three primary issues including moisture intrusion, air infiltration and heat loss, and ADA compliance. The report concluded that the Town would need to decide on whether to fix the building or vacate it and find temporary facilities elsewhere.



Former Town Hall [Photo Credit: H.L. Turner Group Inc.]

After a warrant article for a bond issue to appropriate the sum of \$3,740,000 for the remediation, renovations, and upgrades to the building failed to pass at Town Meeting in 2011, the Town made the decision to move to a new location on Route 125.

EXISTING BUILDING

The current Town Hall is located at 333 Calef Highway (Route 125) with the Town operating under what was deemed a short-term, temporary rental lease agreement that began in August 2011. At the time this chapter was being developed, the Town was spending approximately \$65,000 annually on rent, and over \$410,000 total costs on rent, off-site storage, and lost tax revenue on the building over an eight-year period. Built in 2006, the two-story general office building was originally constructed as six condominium units that has provided roughly 6,200 square feet of effective area for municipal employees. Primary challenges included: lack of space, a constrained design layout that was not conducive for sharing office resources, and a public restroom located in a part of the building that required members of the public to go outside and through a separate entrance. Additionally, the Select Board has been anxious to get this valuable property back on the tax rolls.



Existing Town Hall [Photo Credit: Town of Barrington]

PLANNING FOR A NEW BUILDING

For nearly eight years, the Select Board worked on numerous proposals to address the space needs of the Town Hall. Between 2011 and 2018, five proposals (two for renovation and three for new construction) did not receive the 60% approval needed from voters. In 2019, a proposal for a new Town Hall was approved by the voters. Using various plans, designs, and studies that were completed over the years, the Select Board, as advised by the Town Hall Building Committee, agreed on a proposal to construct a cost-effective building that would last the next 50+ years. To ensure there would be no additional tax impact, the Town decided to implement a design-build method for the project. This is a popular and cost-effective approach to building municipal infrastructure by hiring one company for the entire process from design through construction. The proposal allocates \$1,900,000¹ to construct the new building.

PROPOSED BUILDING

The proposed Town Hall is intended to be an energy-efficient building constructed to be approximately 9,900 square feet based on a space needs analysis that was revised from multiple, professional studies. The analysis calls for a reduction in storage based on technology improvements, meeting space based on needs, and office space based on staff consolidation. The facility will be located on a six-acre parcel of undeveloped land on Route 125, which was donated to the Town for \$1 from a developer approximately a quarter mile north of the existing building with construction to be completed in 2020.



Conceptual Rendering [Photo Credit: Careno Construction Company]

In October 2019, the Town selected Careno Construction Company as their construction manager for the project. According to the Town's Request for Qualifications, the parcel shall be developed in such a way that would allow for expansion of additional municipal facilities to be built as the lot can accommodate another 10,000 square foot building in the future. Due to well-developed designs, plans, and bid documents Careno Construction Company was not tasked with starting the design

¹ A 20-year bond of \$875,000, which will be paid back using money that would be offset from rent and other expenses from the existing building, would be combined with \$1,025,000 from the fund balance to cover the costs of the new building.

from scratch. Careno completed design plans that include the building, parking area, utilities, landscaping, drilled well, septic system, and associated site improvements. In April 2020, the Planning Board approved the Site Plan. The municipal office building will house the Town Clerk's Office, Tax Collector's Office, Planning and Land Use Office, Assessing/Building Inspection/Code Enforcement Office, Finance/Administration/Select Board Office. The building's primary function will be to serve the public. Upon completion, the facility will be staffed daily by eleven (11) full-time employees and four (4) part-time employees.

FUTURE NEEDS AND RECOMMENDATIONS

1. The estimated size of the proposed large meeting room is 1,025 square feet and will adequately meet the needs of Town employees. It is recognized that this space will likely become the long-term solution in addressing the need for an improved emergency operations center.

Recommendation

- (a) The meeting room in the proposed Town Hall should be designed and built in a way that allows for the space to be easily retrofitted to serve as the primary emergency operations center in the future.*
2. Over the next 20-30 years, it is expected that program requirements of the proposed Town Hall will change in use and/or function; however, it is unlikely that the buildings footprint will expand. For example, storage and capacity needs may shift with amendments to record keeping laws and improvements to technology.

Recommendation

- (a) To maximize efficiency and to prolong the useful life of the building, ensure that as the needs of those working in the proposed Town Hall change, implement methods that encourage the adaptive use and reuse of the building's space. This may result in existing space being converted to serve different functions depending on future needs.*
3. Depending on the Town's future needs, the proposed lot can accommodate an additional 10,000 square foot municipal building.

Recommendation

- (a) As other existing Town-owned buildings reach the end of their useful lives, the Town should ensure that the lot along Route 125 be considered during any proposals for new municipal facilities.*
4. The proposed Town Hall will be built in accordance to the 2015 International Building Code that will guarantee improvements in the overall design, including additional energy measures and more sophisticated mechanical systems. The Town should ensure that this investment is carefully monitored and maintained.

Recommendation

- (a) The Select Board should ensure they designate a responsible Town department to provide or oversee any preventative operations and maintenance services, which may include electrical, mechanical, plumbing, carpentry, painting, and security, to the proposed Town Hall. All requested work repair and preventative maintenance should be tracked (area, room, type of work, equipment serviced, etc.) in order to provide detailed reporting to the Town Administrator.*

UTILITIES

ELECTRIC

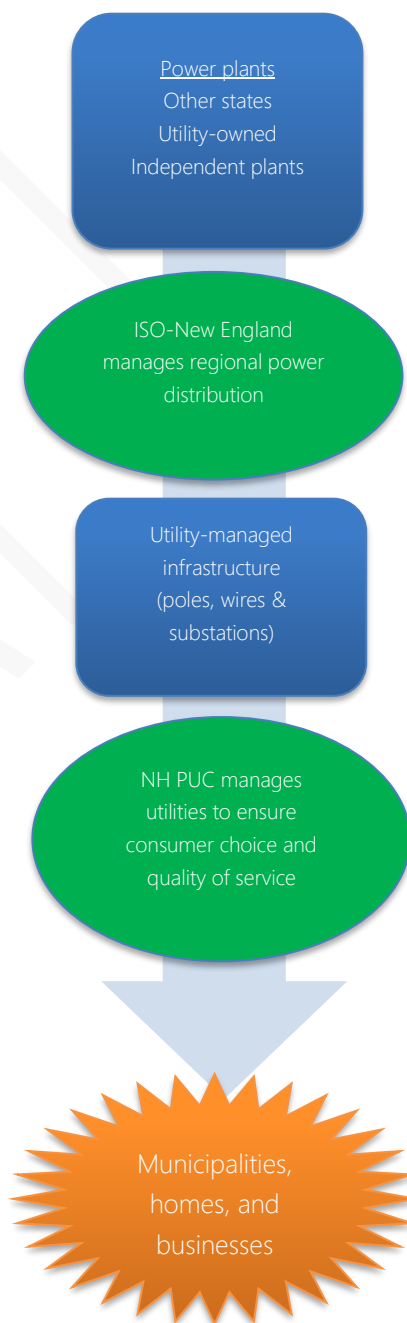
OVERVIEW

Eversource, formerly known as Public Service Company of New Hampshire (PSNH), provides electric service to the Town of Barrington. Eversource power is sourced from various areas in the country and travels to Barrington via transmission lines carrying 115,000 volts or 345,000 volts. The transmission lines are part of the New England grid network which is overseen and managed by the Independent System Operators (ISO) New England. ISO New England is responsible for the distribution of power within the New England states. Voltage is then “stepped down” in Distribution Transformer Substations in Rochester and Madbury, or Dover when needed, and arrives in Barrington on powerlines carrying between 4,160 volts and 34,500 volts. The electric lines are owned by Eversource and are supported on utility poles that are joint owned by Fairpoint Communications and Eversource. Before power can be used for residential or commercial purposes, voltage must be stepped down once again. Depending on the type of use the voltage will be stepped down to the appropriate levels.

There are three different electric usage levels in Barrington: Single phase, small three-phase, and large three phase. Single phase uses two powerlines (one power wire and one neutral wire) to provide alternating current (AC) to low power loads. The single phase AC voltage is either 120 volts or 240 volts and powers small buildings (single family homes, small offices etc.). Small three phase is the next level up supplying 120 volts or 208 volts of electricity to customers that run larger appliances and equipment. This system uses three live wires and one neutral wire. Small three phase is typically the power supply for commercial operations. The largest power supply level is large three phase which is used for industrial sized operations (heavy machinery or high usage rates). This system circuit consists of one neutral wire and three live wires that supply 277 volts or 480 volts.

CURRENT AND FUTURE DEMANDS

Eversource continues to make improvements to the existing service area and monitor development for potential expansion opportunities. The most recent improvements to the electric system servicing Barrington include a second distribution line along Route 9, connecting lines that run along Rt. 125 to provide an alternate supply line, and the installation of distribution switches which allows current to be redirected when needed. Future improvements will include keeping up with the three phase power supply installations and replacing outdated equipment.



**PRIMARY STAKEHOLDERS IN
REGIONAL ELECTRICITY GRID.**

TELEPHONE

OVERVIEW

Primary telephone service in the Town of Barrington is provided by FairPoint Communications, a subset of Consolidated Communications and the largest of eleven Incumbent Local Exchange Carriers (ILEC) in the State of New Hampshire. Customers receive telephone service on either copper wire or fiberoptic cabling. Utility poles in the Town are joint owned with Eversource, but FairPoint is responsible for the placement and planting of the poles. Each municipal employee is issued a Verizon cellular phone for municipal related business. Municipal employees have reported Verizon cellular coverage issues in various areas throughout town with the majority of dropped service occurring along NH Route 9 west of the NH Route 9 and NH Route 125 intersection.

Telephone numbers use a hierarchical code to route the caller to the receiver through country code, area code, exchange number, and subscriber number. The United States of America has a country code of +1, giving all phone numbers within the U.S. a first number of one (1). New Hampshire has one area code of 603. Next is the three-digits exchange code. The exchange code corresponds to the central office where a group of subscribers are held, and the last four digits is a specific subscriber line.

In total there are eight (8) central offices that serve Barrington subscribers. The Town of Barrington has one central office that singularly serves subscribers within the Town. This exchange number is 664. There are also seven (7) additional central offices that serve Barrington subscribers as well as subscribers from neighboring towns. Exchange numbers 332, 335, and 339 have overlaps with the city of Rochester. Exchange numbers 740, 742, and 749 are shared with the City of Dover. Lastly, the Town of Northwood shares the exchange number 942 with Barrington subscribers.

CURRENT AND FUTURE DEMANDS

Consolidated Communications is continuing to upgrade the network as new technology is developed and expand existing services as needed. Upgrading copper to fiber optic lines is estimated to cost about \$30,000 per mile.

INTERNET

Barrington residents and businesses have various options when accessing internet services. Providers include Atlantic Broadband, Consolidated Communications (FairPoint Communications), Comcast, HughesNet, and ViaSat. All residents have access to internet through satellite service with the majority having access to at least two or more other providers. Below you can find a table of providers, the type of technology used to provide internet, and the number of people that have access to the service.

Provider	Technology Infrastructure Type	# of people who have access to service
Atlantic Broadband	Cable/DOCSIS	8317
Consolidated Communications (FairPoint)	VDSL	1460
Comcast	Cable/DOCSIS	292
Hughes Net	Satellite	8576
ViaSat	Satellite	8567

*Population numbers are calculated according to 2010 Census information. In 2010 Barrington was estimated to have a total of 8,576 residents.

Municipal internet services are provided by First Light (formerly Bay Ring). Many residents subscribe to Atlantic Broadband for internet service which is supplied over a DOCSIS cable network. This is the same network that is used to provide cable television.

Power Transmission

Power Distribution

Fiber

Cable

Telephone



ACCESS TO BROADBAND

In 2018 Senate Bill 170 was signed into law allowing municipal bond agreements with private utility companies for the installation of broadband infrastructure. This new opportunity for public private partnerships was beneficial for rural communities, such as Barrington, that had limited access to broadband networks.

Current Download and Upload Speeds at Municipal Buildings

Facility	*Ping MS	Download Speed	Upload Speed
Recreation Department	12	5.19 Mbps	3.00 Mbps
Public Safety Building (Fire/Police)	21	15.52 Mbps	5.35 Mbps
Library	24	22.89 Mbps	10.24 Mbps
Town Hall	n/a	20.54 Mbps	3.32 Mbps
Early Childhood Learning Center	4	284.89 Mbps	389.65 Mbps
Barrington Elementary School	10	379.79 Mbps	402.73 Mbps
Barrington Middle School	11	397.77 Mbps	399.50 Mbps
SAU Office	5	167.71 Mbps	212.88 Mbps
Transfer Station	355	0.91 Mbps	0.42 Mbps

*Ping MS is the measure of network delays in milliseconds, also known as Latency. Latency time will depend on the distance between the sending point and the reference server. The more space between the two points the longer delay there will be. According to the Federal Communications Commission (FCC) report titled "Measuring Broadband America" average latency rates are: 17 ms for fiber, 28 ms for cable, and 44 ms for DSL.

Broadband service is defined by an upload speed of 25 mbps and a download speed of 3 mbps. By this metric, six of the ten municipal buildings are not using speeds consistent with broadband width. The School District currently accesses the internet through the Middle School gateway, with each school connected via dark fiber. The current internet connection is 400/400Mbps and the technology plan calls for an increase of 100Mbps per year. School district internet and telephone services have been bundled through FirstLight for cost savings.

The coronavirus pandemic proved that Barrington must recognize that internet is not a luxury or optional service, it is a critical utility. This is increasingly how we safely access medical services, go to work, access education, and organize to improve our community. Video conferencing such as Zoom and MS Teams only work reliably on broadband with low latency.

CABLE TELEVISION

OVERVIEW

Atlantic Broadband (ABB) currently has a ten-year franchise agreement with the Town of Barrington that outlines the services it will provide until the agreement expires on June 2, 2023. The franchise agreement was originally signed in 1999 between the

Town of Barrington and Metrocast and has been extended over the years with the most recent extension signed in 2013. In 2017, Metrocast and ABB merged, and ABB became the service holder in the agreement. The network is comprised of both fiber optic and coaxial cable creating a hybrid network located above and below ground. This cable provides a minimum of 860MHz for video and two-way communication services.

RESIDENTIAL AND COMMERCIAL NETWORK

The ABB franchise agreement states to provide cable services to all residential and commercial properties within the Town if they are located on public ways, streets, and private roads. This service is guaranteed with the assumption that ABB can obtain the necessary easements and permits needed at no additional cost. If a new property is within 300 aerial feet of the nearest feeder cable, AAB has 15 days to conduct a standard installation of cable service to that property. Service areas will continue to expand as new homes and business are developed. In the case of new development, the developer or owner are required to pay construction costs with cable service made available within 90 days of the service request.

INSTITUTIONAL NETWORK

The Institutional Network (I-Net) is the fiber optic cable network that connects all municipal and school facilities. This network is made up entirely of institutional buildings and is serviced by ABB.

WATER AND SEWER SERVICE

Please refer to economic development section of the master plan for a complete write up on future water and sewer service.

FUTURE NEEDS AND RECOMMENDATIONS

1. Currently, there is not enough information and/or expertise to make any formal recommendations on the Town's future utility needs. However, several suggestions for the Town to consider include:

- Encourage that during all major road renovations include burying utility lines (as done with new subdivisions)
- Advocate for more local and sustainable energy sources
- Improve cellular coverage by using more elevated locations in conjunction with emergency services radio repeaters
- Ensure access to affordable high-quality connections through municipal fiber and public WiFi

It is suggested that the Town explore ways to expand upon this initial work and consult with the Technology Committee to develop more specific recommendations.